



King County

King County Employee Survey - 2012

Department Results and Analysis
Prosecuting Attorney's Office



Prepared by Communication Resources Northwest

KING COUNTY EMPLOYEE SURVEY – 2012

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Summary

In March 2012, King County conducted its second survey of County employee perceptions. This survey gathered data from employees across a broad range of categories, including: overall satisfaction, characteristics of the work environment, performance feedback, supervision and management, and communication. In addition, the survey requested information about preferred methods of internal communication and familiarity with various organizational initiatives.

This report summarizes the findings for the Prosecuting Attorney's Office (PAO) from the 2012 survey, providing interpretation and analysis across the complete set of categories measured. The report also compares results with the 2009 employee survey data. Additionally, demographic results are reported to further understand key aspects of work as they differ across key employee characteristics. This may help the Prosecuting Attorney's Office as they target their responses to these data.

Key Findings

- PAO employees are highly engaged and strongly identified with their organization. They report strong satisfaction with their jobs and the vast majority are proud to work for King County.
- Employees are satisfied with both their supervisors and their managers. They are also positive about both continuous improvement and how well their department reflects the full range of King County guiding principles.
- PAO employees are somewhat more satisfied in 2012 than they were in 2009. Employees indicated a large increase in customer service measures related to providing high-quality customer service, and how the department seeks and uses customer feedback to learn and improve.
- PAO employees report less positive responses related to the resources necessary to do their jobs and many of them feel overworked. However, they report more positive perceptions of work/life balance and a high level of personal control over job-related decisions, both of which likely have a strong impact on both satisfaction and engagement.
- PAO employees strongly believe that their work contributes to the success of their organization, are familiar with PAO's mission and goals, and believe these give direction to their work. However, they are less connected to the goals of the County strategic plan.
- Though moderate, PAO employees report positive perceptions of their department's continuous improvement efforts. Three-quarters of employees believe that quality gets the attention it deserves, and have moderately positive perceptions about the extent to which their suggestions for improvement are valued. Compared to King County overall, PAO employees are more positive about continuous improvement efforts.

- PAO employees are very positive about their department's efforts to provide high quality customer service and its responsiveness to customer needs and expectations. They are moderately positive about the departments use of customer feedback to learn and grow, though these scores are much higher than they were in 2009.
- While PAO employees believe superior performance is valued in their department, only half say they regularly receive performance feedback from their supervisors. Further, only half report that they received a performance appraisal in the past year. Interestingly, those who have received a performance appraisal report much more positive perceptions of both performance communication and the supervision they receive.

Interpretation of Results

The questions in the study were scaled using a five-point scale. Results are reported as means (averages), which reveal how the aggregate of employees responded. A review of the data in raw form reveals that most employees are not neutral in their perceptions. The vast majority responded with answers that were either positive or negative (percentage of truly “neutral” responses was less than 20%).

INTERPRETATION OF SCORES

4.0 –5.0:	Positive
3.0 –3.9	Somewhat Positive
2.0 –2.9:	Somewhat Negative
1.0 –1.9:	Negative

There is no single question in the survey where the preponderance of employees answered “neutral.” However, many of the averages reported in these results are between 3.0 and 4.0. This does not mean employees are neutral in their perceptions. Rather, these averages are the result of the positive and negative “pulls” from employees answering either positively or negatively in varying degrees. Therefore, in interpreting these results, averages above 3.0 should be considered primarily positive, while averages below 3.0 should be considered primarily negative.

Creating Strong, Composite Measures

The 59 questions in the survey were grouped logically and statistically into fourteen different composite measures¹. These measures were created to enable a simpler and clearer way of understanding how employees experience their work environment. Further, these composite measures enable analyses to reveal the relationships among elements of the work environment and how the County might best target resources to have the greatest impact on the employee experience.

- **Employee Engagement** measured employee satisfaction, perceptions of recognition for good work, challenge of the work, supervision, and adequacy of resources to do one’s job.
- **Organizational Identification** measured employee perceptions of the value of his/her work to King County and how proud s/he is to work for the organization.
- **Customer Service** measured perceptions of how well an employee’s work group strives to provide good customer service and responds to the needs and expectations of customers.
- **Mission and Goals** measured employee connection to the mission and goals of individual work units and to the County’s strategic plan.
- **Professional Development** measured employee perceptions of the ability to learn and grow professionally, keeping skills current to meet job requirements.
- **Personal Capabilities** measured an employee’s perceptions of his/her capabilities to do the job and the extent to which s/he feels able to make necessary work-related decisions.

¹ Reliability analysis was used to determine the internal consistency of the variables to make sure they were strong measures. Each of the core variables has an internal reliability coefficient of .70 or higher.

- **Respect** measured employee perceptions of respectful treatment by other employees and how the County supports a respectful and “neutral” work environment.
- **Tools and Resources** measured the extent to which an employee feels that they have both the tools and information necessary to do his/her job at King County.
- **Teamwork** measured employee perceptions of the effectiveness of the teams with which they work and the extent to which team problems are resolved appropriately to achieve common goals.
- **Supervision** measured employee perceptions of their supervisors across a range of common skills related to giving direction, access to resources, recognition for good work, and effective communication.
- **Performance Communication** measured employee perceptions of the sufficiency of performance feedback to drive performance improvement.
- **Continuous Improvement** measured how employees feel their suggestions for improvements are recognized as valuable and how they feel process improvements and quality are embraced by their work groups.
- **Management** measured employee perceptions of their management relative to vision, communication, leadership, and transparency.
- **Guiding Principles** measured employee perceptions of the extent to which their department embodies the core guiding principles in the King County Strategic Plan.

Understanding the Employee Experience

These “composite” measures enable a clearer understanding of the broad range of employee responses in aggregate and across different demographics. PAO’s scores are higher than King County overall scores in every area measured in the study.

STUDY MEASURE	OVERALL AVERAGE	PAO AVERAGE
Organizational Identification	4.09	4.46
Personal Capabilities	3.87	4.19
Customer Service	3.80	4.00
Mission and Goals	3.76	4.20
Professional Development	3.68	4.10
Respect	3.66	4.18
Employee Engagement	3.59	4.04
Tools and Resources	3.51	3.97
Teamwork	3.48	3.89
Supervision	3.42	3.94
Guiding Principles	3.41	4.10
Performance Communication	3.36	3.74
Continuous Improvement	3.14	3.72
Management	3.00	3.69

PAO employees are highly engaged and strongly identify with the organization. They are the most positive about their personal capabilities, customer service, and departmental mission and goals.

PAO employees are more positive about their supervisors and managers than King County overall. They are also more positive about continuous improvement and how well their department reflects County guiding principles.

Survey Design

The 2012 Employee Survey included 59 questions about work and the work environment. Answers to all of these questions were quantitative, distributed on a five-point scale with '1' being low and '5' being high.

In addition, the survey asked for six categories of demographic information. Demographics were used to better understand employee perceptions as differentiated by key identifying characteristics within their organizations.

These demographics were not used to identify any particular individual's responses; rather, they were used to better understand significant differences across groups to better tailor different responses to the survey and recommend possible improvements across dimensions of the research.

DEMOGRAPHIC "SPLITS"

- Departmental affiliation
- Representation status
- Position within department/division
- Tenure
- Work location
- Supervision responsibility

The survey was designed by starting with questions and questioning strategies from the 2009 survey. Care was taken to preserve many of the questions from the 2009 survey to enable comparisons of 2009 and 2012 survey results. New questions were added to measure perceptions of current County initiatives and priorities. In most cases, the 2012 scaling is consistent with the scaling used in the 2009 survey, making the scores comparable.

SURVEY DISTRIBUTION

The survey was launched on-line in early March, with four weeks allocated for employees to submit responses. Employees were notified via email from elected County leadership, encouraging their participation. The email identified the purpose of the survey and provided a web link to the survey through Survey Monkey. Follow-up reminder emails were sent, both by department and agency leadership and from Executive leadership. A hard copy survey with a pre-addressed, stamped envelope was provided for employees who either do not have computer access or who wished another response vehicle. Some were delivered directly to employee boxes, while others were provided in common areas such as break rooms or front desks. The method of distribution was determined by the department. Of all responses, 11% came from hard-copy surveys. Additional information was provided through the King County website. Employees were also provided a phone number and email address to contact the research team with additional questions.

QUALITY CONTROL

The data analysis and interpretation of results were independently validated through an outside University of Washington research expert to increase the confidence in these findings.

Response Rates

Almost 6,800 employees across 15 different divisions, departments, and agencies participated in the study. King County District Court and Superior Court chose not to have their employees participate because they regularly participate in court-specific employee surveys. The response rate is extremely high, which provides high confidence in the results. Total employee count was derived from the PeopleSoft Human Capital Management System (HCMS) on March 8, 2012.

PAO received 338 surveys for a response rate of 65%. This represents a solid response rate and provides high confidence in the results.

PAO SURVEY RESPONSES

PAO Employees: 522

PAO Surveys Received: 338

PAO Response Rate: 65%

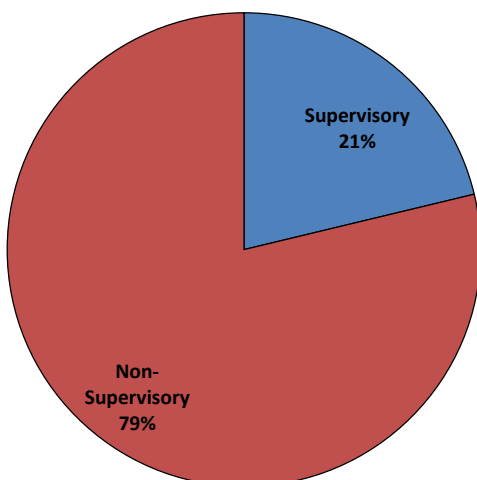
MISSING DATA

PAO employees provided information on most questions. Missing data accounted for 1 to 118 missing responses per question, with some questions relative to continuous improvement receiving an unusually high number of missing responses. However, across questions, the missing value rate is about 8%.

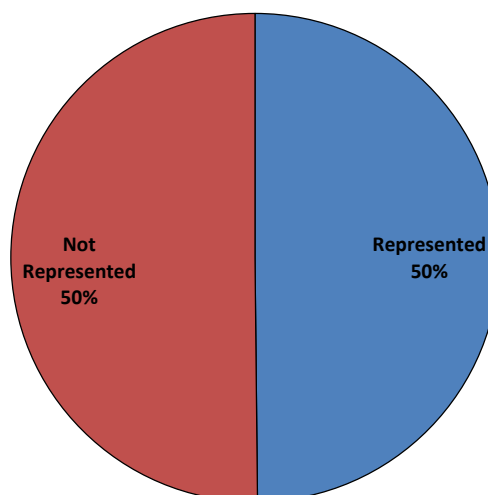
RESPONSE RATES BY EMPLOYEE DEMOGRAPHIC

The following charts describe the make-up of survey respondents.

PERCENT OF TOTAL RESPONSES
BY SUPERVISING ROLE



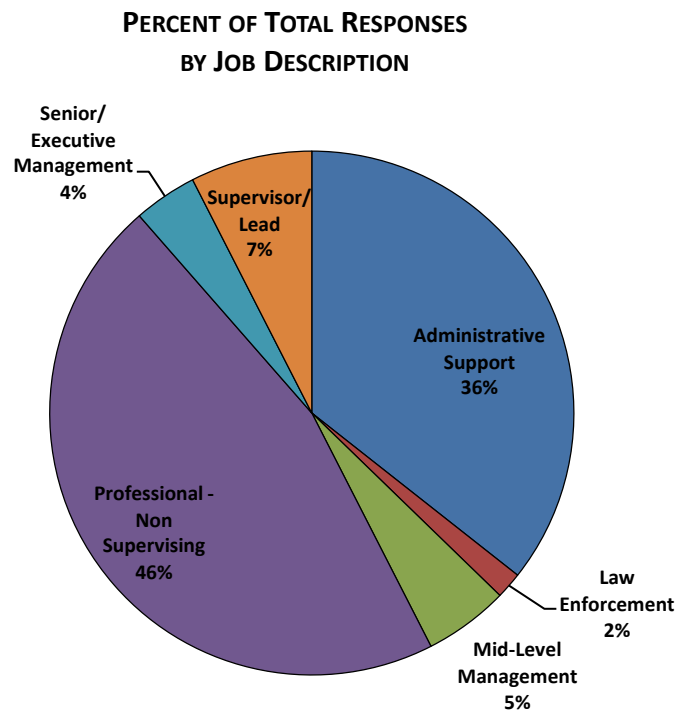
PERCENT OF TOTAL RESPONSES
BY UNION REPRESENTATION



Most responding PAO employees are not supervisors. Additional analysis reveals that PAO supervisory employees are somewhat more positive about survey measures than non-supervisory staff, with larger differences in perceptions of continuous improvement and the reflection of King County guiding principles by the department.

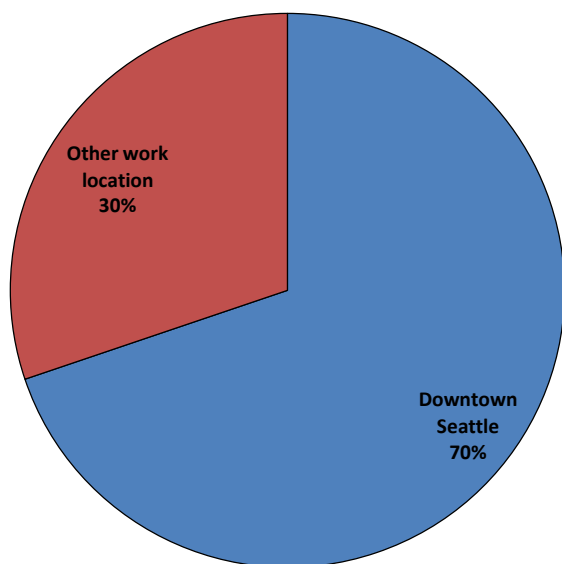
Half of responding PAO employees are represented by a union and half are not. Interestingly, there are only very modest differences in perceptions across this demographic, with no large differences in the positive/negative nature of the results by union vs. non-union personnel.

The chart below reports responses from different job positions. Most PAO employees identify themselves as either Administrative Support or Professional, non-supervising. While differences in perceptions across job descriptions are not large, supervisors, mid-level management, and senior/executive management consistently report somewhat more positive perceptions across survey categories. Professional, non-supervising and administrative personnel report consistent scores with no notable differences between the position groups.

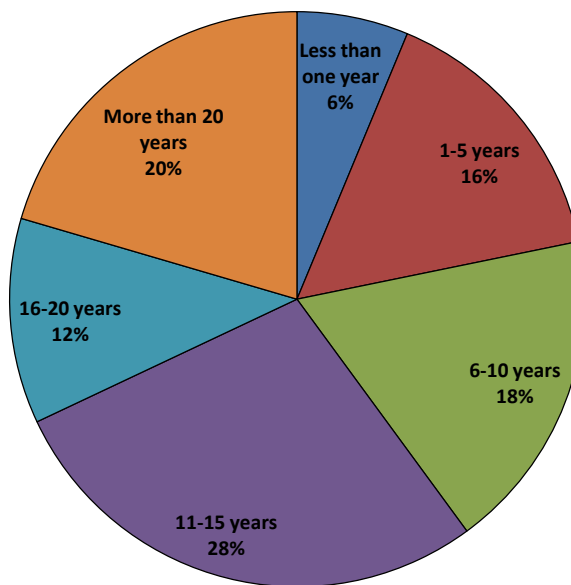


As the charts below illustrate, more than two-thirds of PAO respondents work in downtown Seattle. Interestingly, there are no notable differences in the positive/negative nature of perceptions relative to where an employee works.

**PERCENT OF TOTAL RESPONSES
BY WORK LOCATION**



PERCENT OF TOTAL RESPONSES BY TENURE



With the exception of new employees who represent a very small percentage of respondents, responses are fairly evenly spread out across tenure categories. Not surprisingly, new employees are more positive than other employees. However, those between one and five years tenure and those with more than twenty years tenure are also slightly more positive about their work environment than are those employees with between six and twenty years.

2009–2012 Comparison

For comparison purposes, Overall Satisfaction was measured in both 2009 and 2012. PAO employees report being more satisfied than they were in 2009.

OVERALL SATISFACTION

2012 Average: 4.36

2009 Average: 4.00

PAO employees report slightly more positive scores for most items measured in both 2009 and 2012. In particular, they report much more positive 2012 perceptions of collaboration with other King County groups, customer service efforts, and the utilization of customer input to improve service delivery.

QUESTION	2009 MEAN	2012 MEAN	Δ
Overall, how satisfied are you with your job?	4.00	4.36	+0.36
I would recommend King County as a good place to work.	4.31	4.37	+0.06
King County employees are treated with respect, regardless of their race, gender, sexual orientation, gender identity or expression, color, marital status, religion, ancestry, national origin, disability or age.	4.27	4.42	+0.15
My work contributes to the success of King County government.	4.51	4.49	-0.02
I am familiar with my department, division, or agency's mission and goals.	4.45	4.52	+0.07
My department, division, or agency's mission and goals give direction to my work.	4.09	4.23	+0.14
My work group works well with other King County groups to solve problems to achieve goals. <i>2009 Question: The departments and agencies in King County are working together to achieve common goals.</i>	3.30	3.83	+0.53
I have a clear understanding of what is expected of me in my job.	4.58	4.37	-0.21
I receive information I need to do my job. <i>2009 Question: I receive information from King County that I need to do my job.</i>	3.84	4.12	+0.28
My department is open to new ideas to improve the way we work. <i>2009 Question: King County is open to new ideas to improve the way we work.</i>	3.58	3.86	+0.28
My work group strives to provide high quality customer service. <i>2009 Question: King County strives to provide high quality customer service.</i>	3.66	4.30	+0.64
My work group seeks feedback/input from customers. <i>2009 Question: King County seeks feedback/input from customers.</i>	3.21	3.77	+0.56
My work group uses customer input to improve service delivery. <i>2009 Question: Customer input influences decisions in King County.</i>	3.27	3.80	+0.53

Note: Δ = positive or negative change in the average between 2009 and 2012.

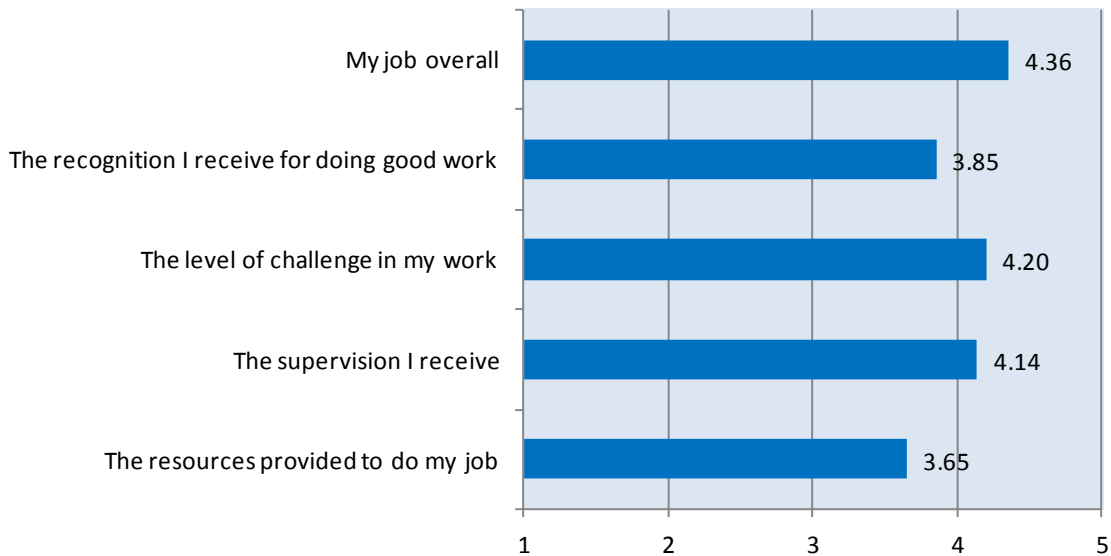
Some questions from the 2009 survey were changed from a broad King County focus to make them more relevant to employees' individual work groups. These scores are still comparable as it is quite likely that employees interpreted the 2009 questions relative to their individual experiences vs. the broader King County context.

Overall Results

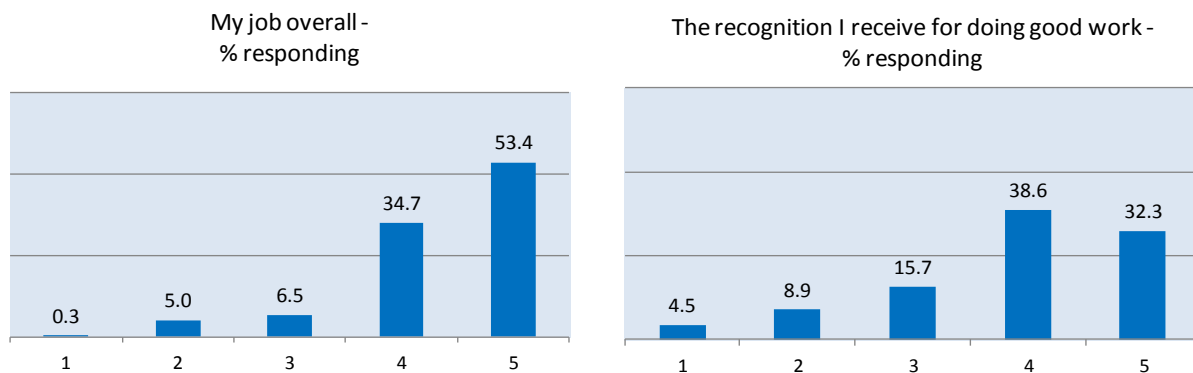
Following are the results for each of the questions asked in the 2012 Employee Survey. For each of the survey sections, the results are reported as overall means in a comparison bar chart. This enables the reader to see both the magnitude of the average and how each average compares to others in the section. Following the overall bar chart, the distribution of answers for each question is reported. This enables the reader to understand how employees responded to each question as a group to better understand if responses are more extreme or if they trend toward neutral.

OVERALL JOB SATISFACTION

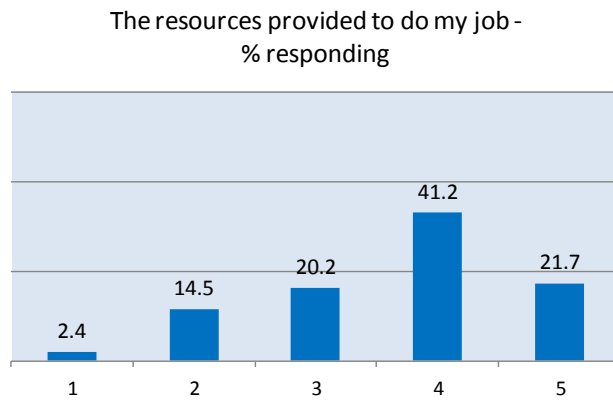
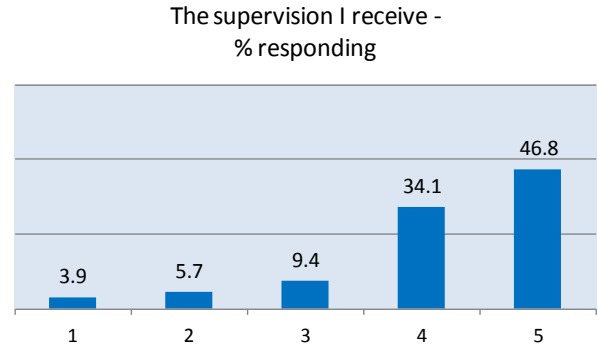
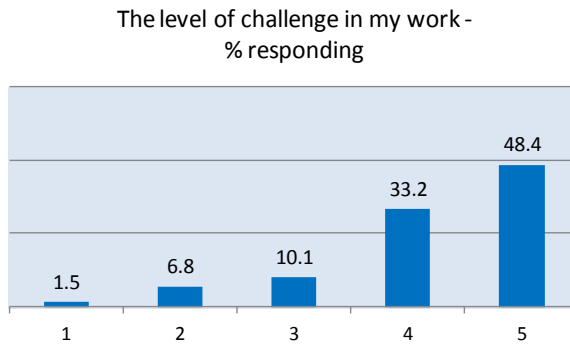
This section of the survey was designed to provide summary information about employee perceptions based on common indicators of employee well-being. PAO employees are very satisfied with their jobs, the level of challenge in their work, and with the supervision they receive. Though providing responses that are still higher than most King County employees, PAO respondents report slightly less positive perceptions of the recognition they receive and the resources provided to them.



Over three quarters of PAO employees are satisfied with their jobs. PAO respondents are largely satisfied with the recognition they receive, with more than two-thirds responding positively.



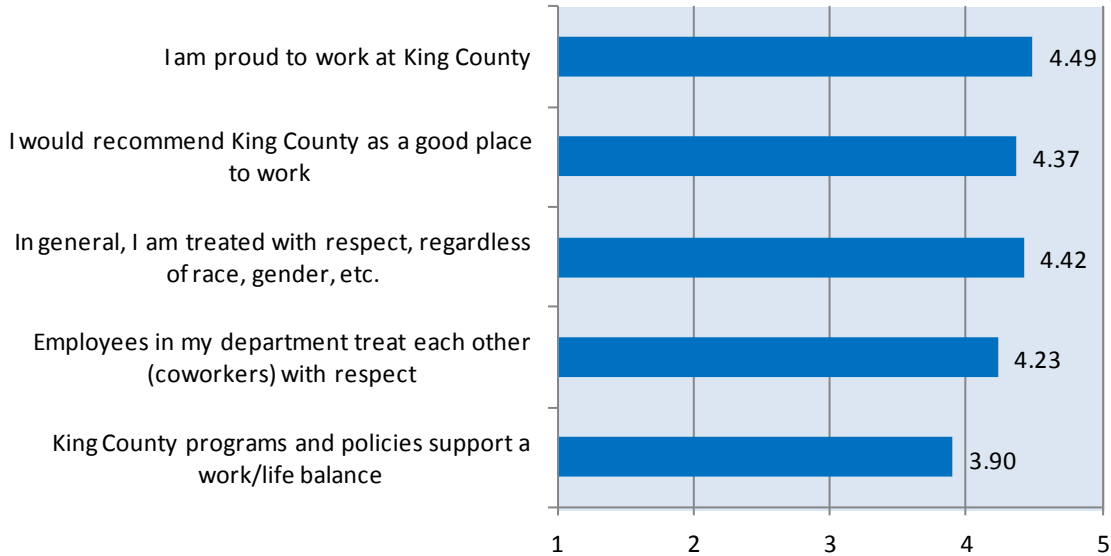
Most PAO employees are also satisfied with the challenge of their jobs, with more than 80% answering positively. Similarly, they are positive about the supervision they receive, with less than 10% reporting negative responses.



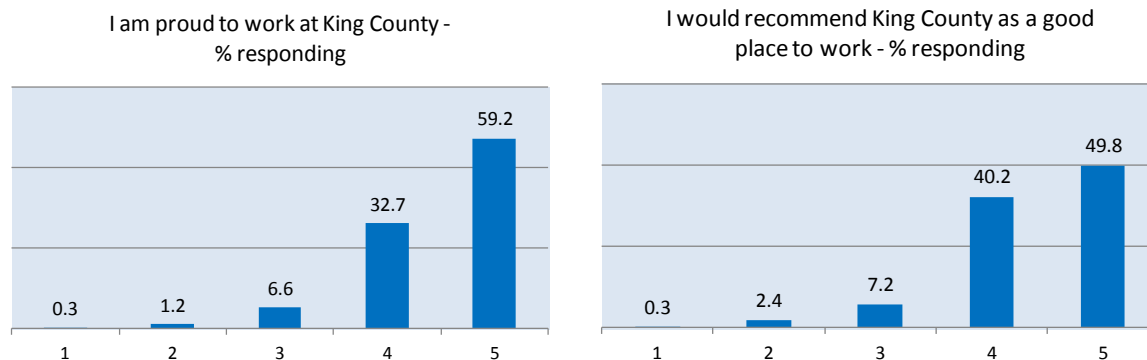
While more than two-thirds report positive perceptions of the resources they have to do their jobs, more employees than in previous questions provide neutral and somewhat negative responses (more than one-third).

WORK ENVIRONMENT²

Questions in this section measured employees' perception of the work environment as a positive place in which to work. As the chart below indicates, PAO employees are very proud to work at King County and would definitely recommend King County as a good place to work. They are also very positive in their perceptions of respectful treatment in the workplace. PAO respondents are somewhat less positive, however, regarding King County's support of work/life balance.



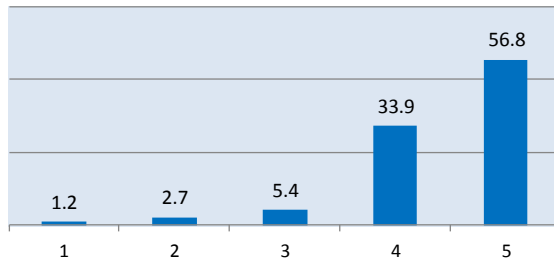
As the distribution charts below indicate, PAO employees are overwhelmingly proud to work at King County and would definitely recommend King County as a good place to work, with over 90% answering both questions very positively.



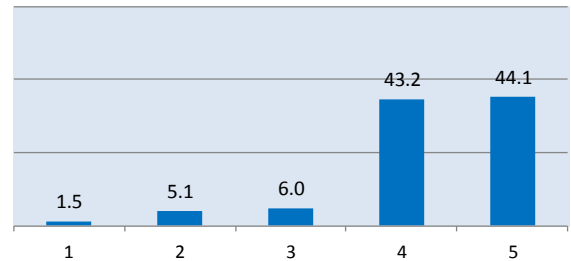
²Third question in "Work Environment" reads: "In general, I am treated with respect, regardless of my race, gender, sexual orientation, gender identity, or expression, color, marital status, religion, ancestry, national origin, disability, or age." This question was also asked in 2009, with comparison data reported earlier in this report.

PAO employees feel treated with respect by others regardless of demographic, and the vast majority believe they are treated with respect by others within the PAO.

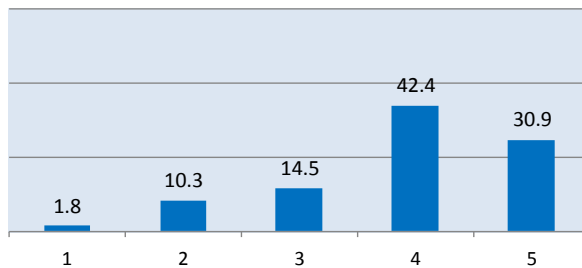
In general, I am treated with respect,
regardless of my race, gender, etc. -
% responding



Employees in my department treat each other
(coworkers) with respect -
% responding



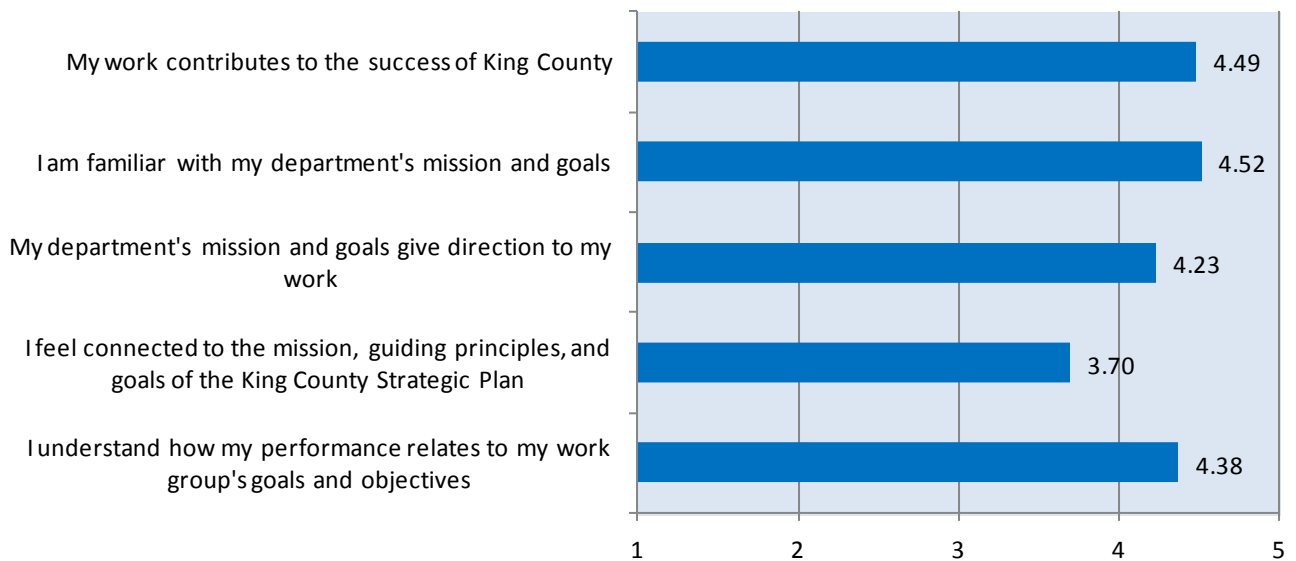
King County programs and policies support a
work/life balance -
% responding



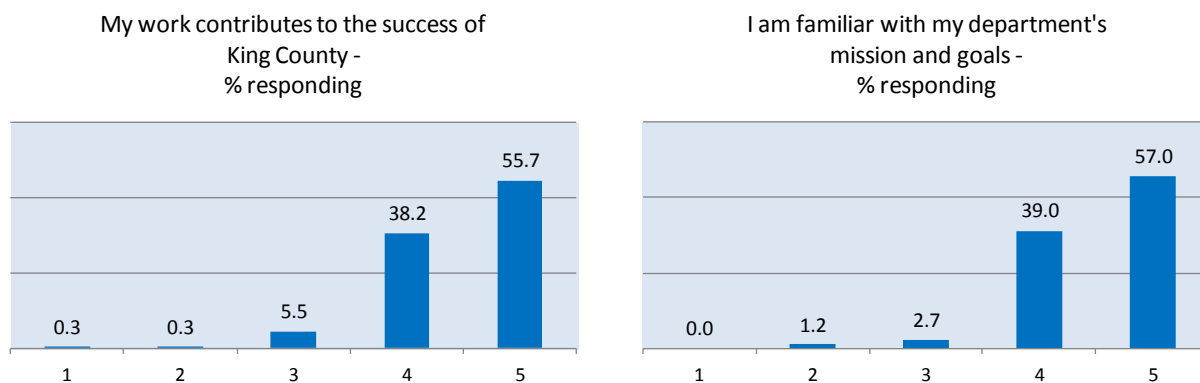
As the chart illustrates, though almost three-quarters of employees report positive perceptions of work/life balance, more employees than in the previous question report neutral to negative responses to this question.

MISSION AND GOALS

This section of the survey measured employees' perceptions of both the mission and goals of King County and their department/division, as well as their perceptions of how their work is valued and goal-directed. PAO employees report very positive perceptions in this section. As the chart below indicates, PAO respondents strongly believe that their work contributes to the success of King County and are very familiar with PAO's mission and goals. They believe that PAO's mission and goals give solid direction to their work and understand how their performance relates to their work groups goals and objectives. However, respondents report much less positive perceptions regarding feeling connected to the mission, guiding principles, and goals of the King County Strategic Plan.

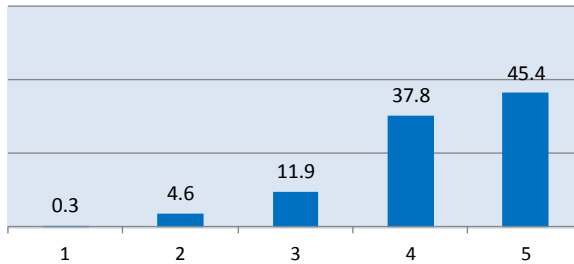


The distributions below illustrate that PAO employees overwhelmingly feel their work contributes to the success of King county and that they are familiar with their department's mission and goals.

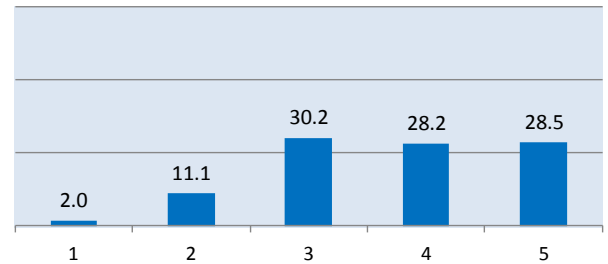


PAO employees largely believe that the department's mission and goals give direction to their work. However, responses are the most mixed regarding employees' perceptions of connectedness to the mission, guiding principles, and goals of the King County Strategic Plan.

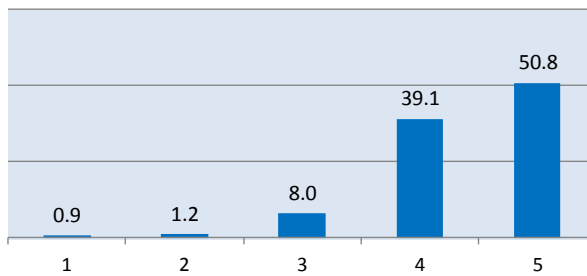
My department's mission and goals give direction to my work -
% responding



I feel connected to the mission, guiding principles, and goals of the King County Strategic Plan - % responding



I understand how my performance relates to my work group's goals and objectives -
% responding



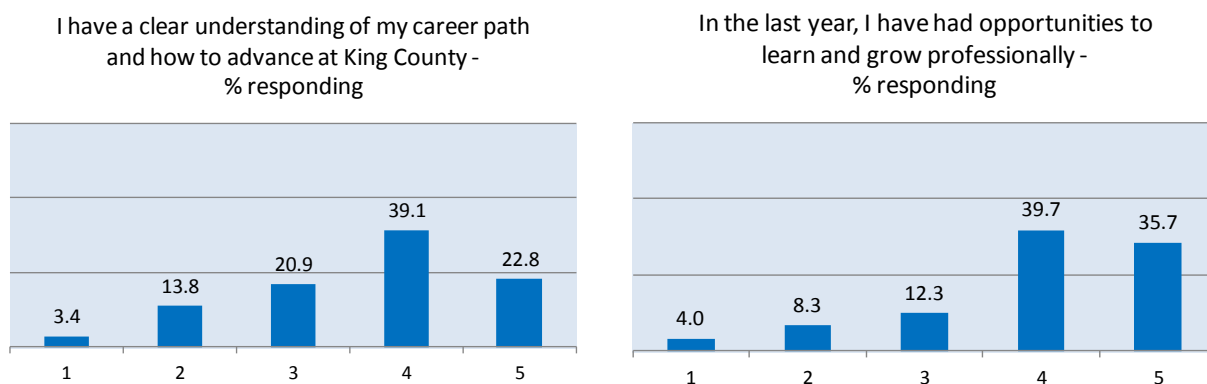
PAO employees definitely understand how their individual performance relates to the department's goals and objectives, with 90% answering positively.

PERSONAL DEVELOPMENT AND ACHIEVEMENT

Questions in this section measured employees' perceptions of how they are supported to perform to their highest capacities. As the chart below illustrates, PAO employees are much more moderate in their understanding of their career path. Further, employees report that while they have had professional development opportunities, they are not overwhelmingly positive about King County's support of training opportunities. However, it should be noted that PAO respondents are more positive about King County's support of training opportunities than other departments across the County. The vast majority report that they feel responsible for keeping their knowledge and capabilities current and note that they definitely would take advantage of training opportunities when available.

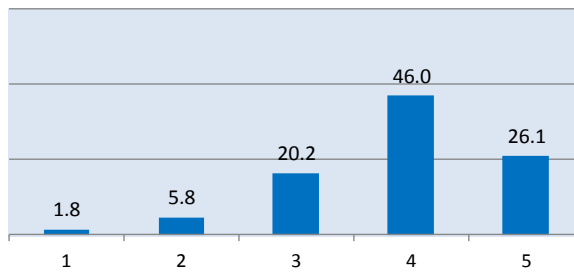


The score distributions below illustrate the mixed perceptions amongst PAO employees regarding Personal Development and Achievement. Over one third of employees do not have a clear understanding of career advancement at the County and one fourth report that they did not have opportunities to learn and grow in the last year. Three-quarters of employees report that they do have learning and growth opportunities.

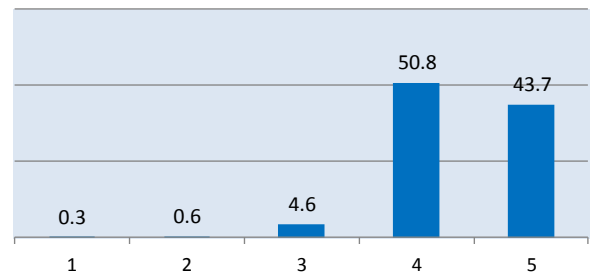


PAO employees are largely positive about King County's support of employee training, with three-quarters answering positively, and few negative responses. As noted earlier, it is unusual that so few PAO employees answered negatively to this question given the otherwise less positive responses received by King County employees at large. This may indicate that PAO employees, because of their specialization and continuing education requirements receive access to more training. Additionally, the vast majority feel personally responsible for keeping their knowledge and abilities current.

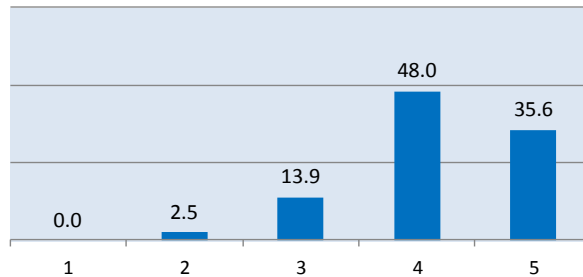
King County supports training to help employees perform effectively - % responding



I feel personally responsible for keeping my knowledge and capabilities current - % responding



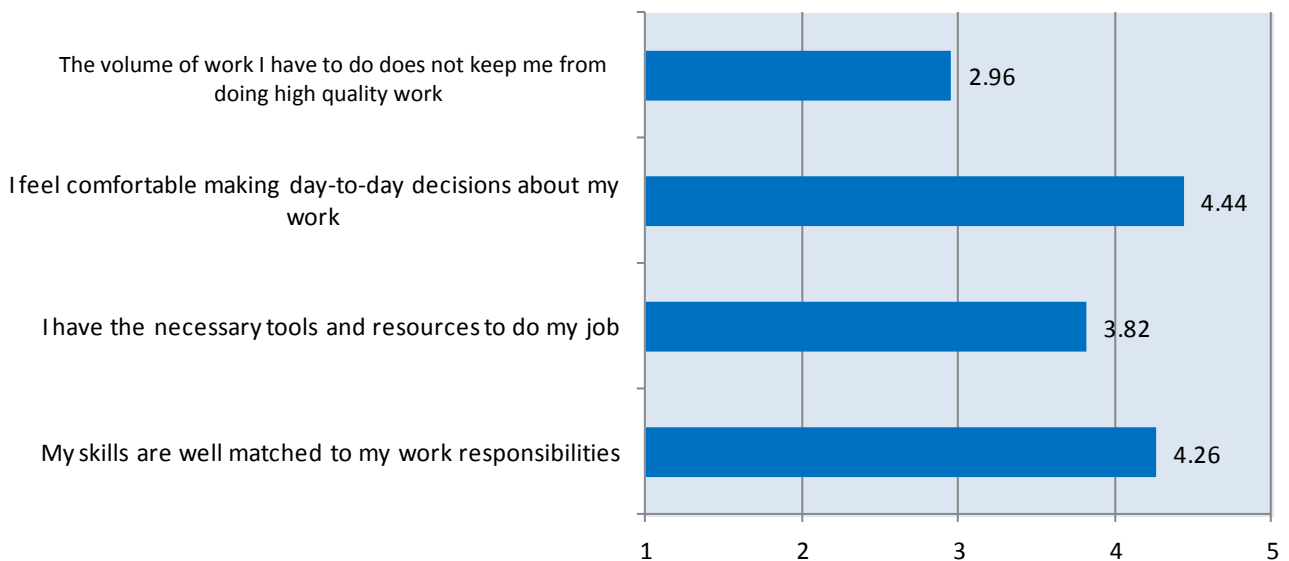
When available, I take advantage of training opportunities - % responding



Finally, PAO employees overwhelmingly report that they do take advantage of trainings opportunities when offered.

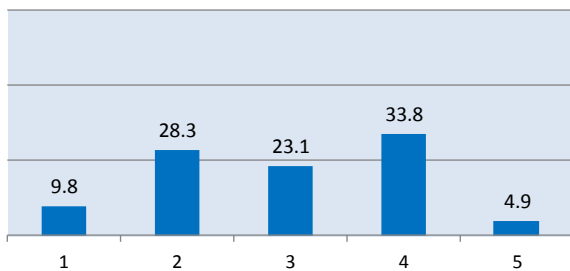
RESOURCES AND DECISION-MAKING

PAO employees, like employees across King County, are not positive about their volume of work, with a much lower average for this question than for other questions on the survey. PAO respondents overwhelmingly feel comfortable making day to day decisions and feel their skills are well matched to their work responsibilities. Employees are somewhat less positive about having necessary tools and resources to do their jobs.

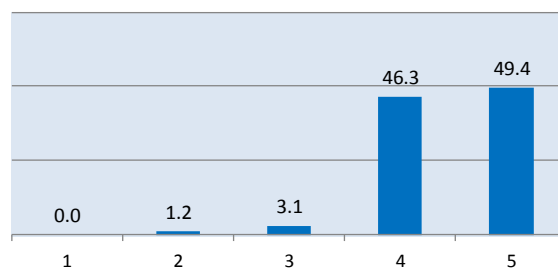


These distributions illustrate that employees are very mixed about perceptions of work overload, with only 40% reporting positive responses and almost 40% reporting negative responses. By contrast, PAO employees overwhelmingly feel decidedly comfortable making day-to-day work-related decisions.

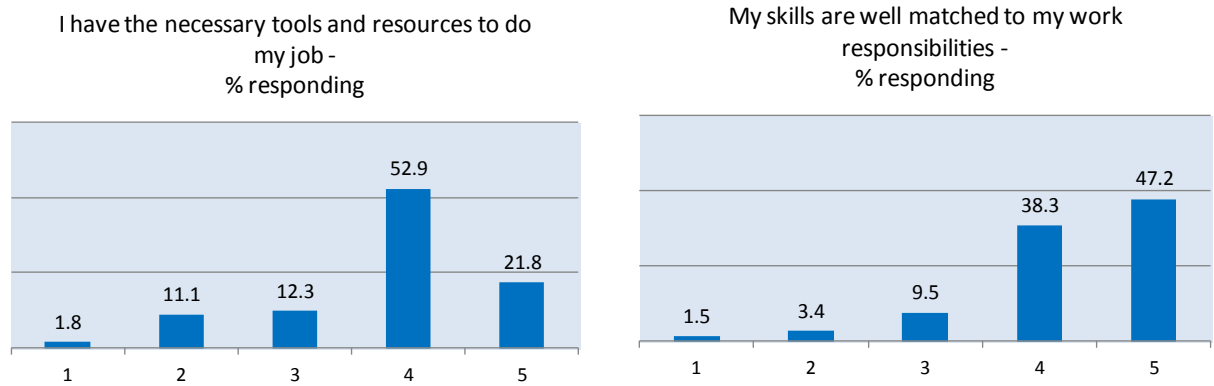
The volume of work I have to do does not keep me from doing high quality work - % responding



I feel comfortable making day-to-day decisions about my work - % responding

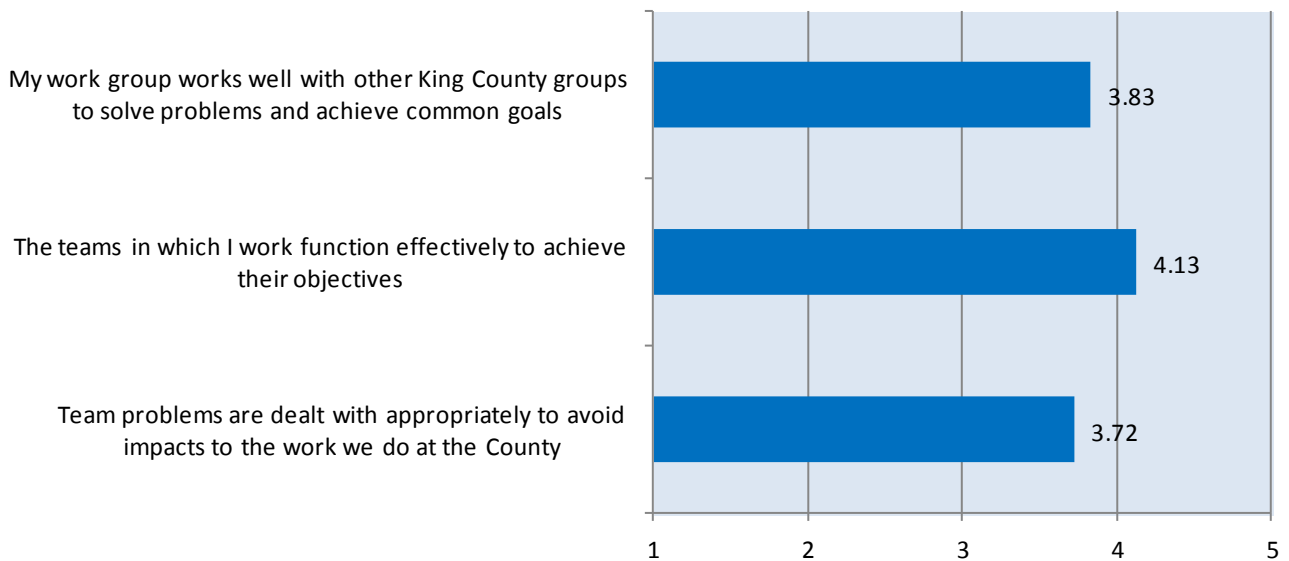


The vast majority of PAO employees also believe their skills are well matched to their work responsibilities. Finally, while most employees are satisfied with the tools and resources they have to do their jobs, one fourth report that they do not have adequate resources.



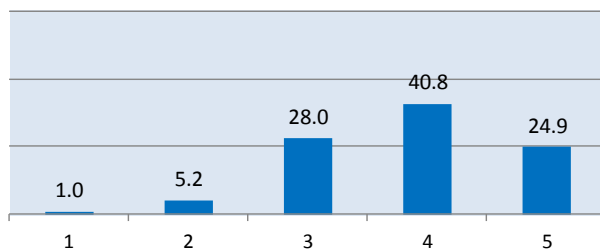
TEAMWORK

PAO employees believe their work teams work well to achieve objectives, but are somewhat less positive about how well their groups work with other King County groups or about how well team problems are dealt with to avoid impacts to work.

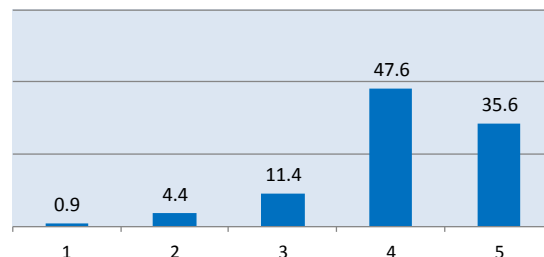


The distribution charts illustrate the diversity of perceptions within the PAO regarding teamwork with other King County groups. Roughly one third of employees do not feel their department works well with other King County departments to solve problems and set goals. However, PAO employees definitely believe their internal teams function effectively to achieve objectives.

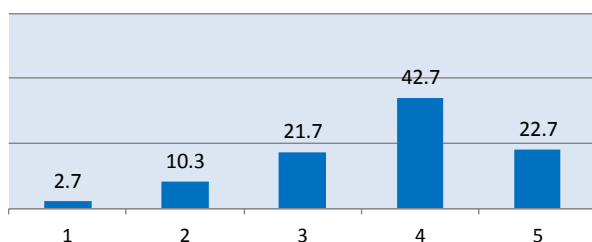
My work group works well with other King County groups to solve problems and achieve common goals -
% responding



The teams in which I work function effectively to achieve their objectives -
% responding



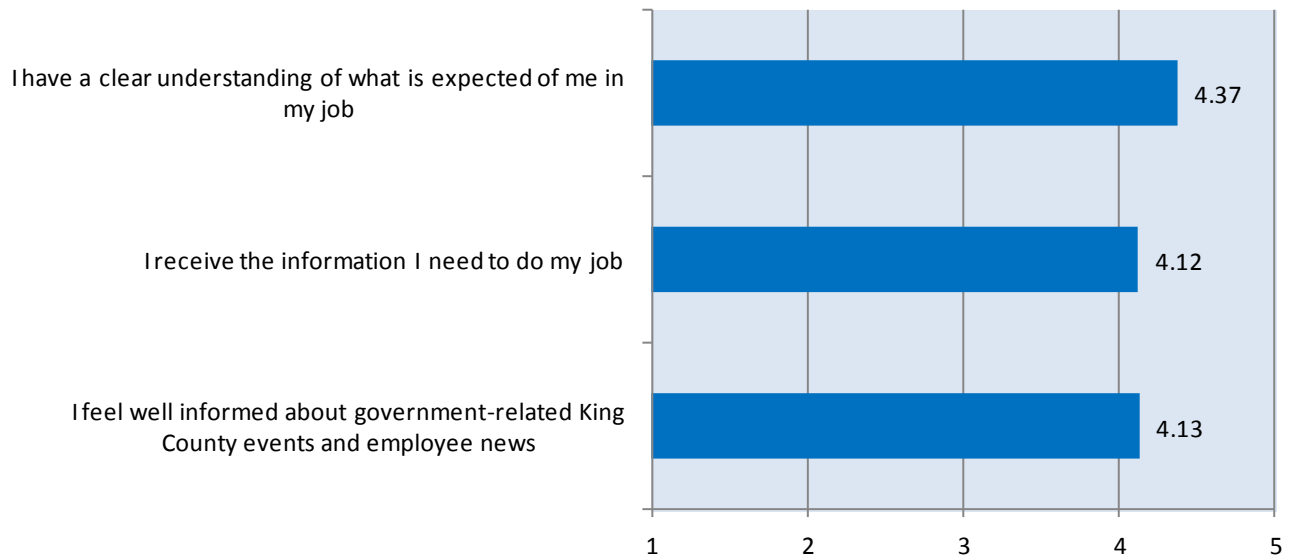
Team problems are dealt with appropriately to avoid impacts to the work we do at the County -
% responding



Compared to other questions regarding teamwork, there is a higher number of neutral to negative responses from PAO employees when asked if problems are dealt with appropriately to avoid impacts to work.

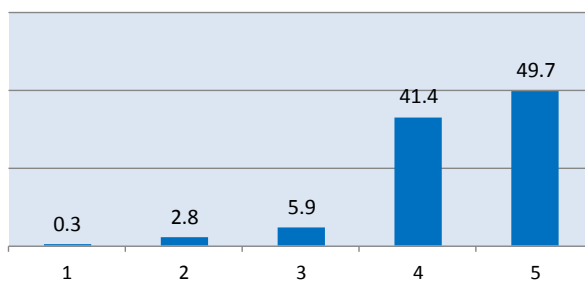
COMMUNICATION

PAO employees report very positive perceptions of communication. Most report having a clear understanding of job expectations, believe they receive adequate information related to job performance and feel well-informed about government-related King County events and employee news.

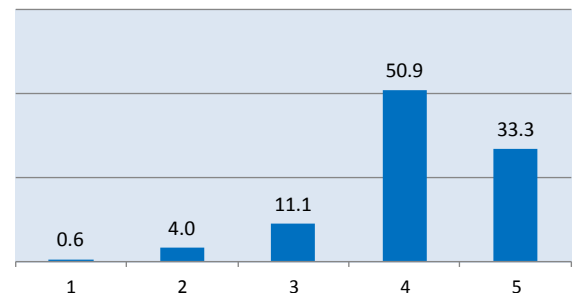


The distribution charts below illustrate strong positive perceptions across questions, with very few negative or neutral responses. Just over 90% of employees reported that they do understand job expectations and more than 80% believe they have the information they need to do their jobs.

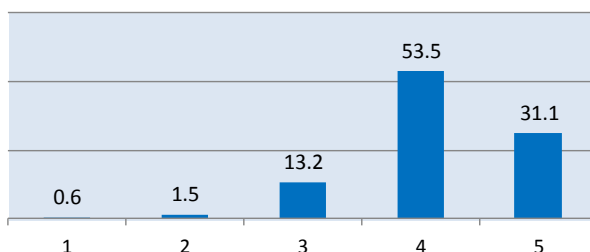
I have a clear understanding of what is expected of me in my job -
% responding



I receive the information I need to do my job -
% responding



I feel well informed about government-related King County events and employee news -
% responding



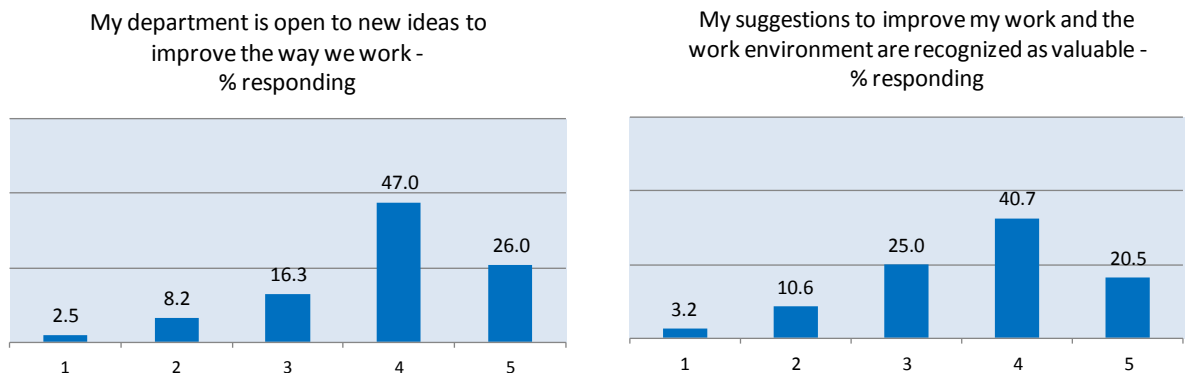
PAO respondents definitely feel well-informed about government-related King County events and employee news.

CONTINUOUS IMPROVEMENT

Employees in the Prosecuting Attorney's Office are moderately positive regarding departmental efforts to continuously improve. They feel the PAO is open to new ideas and feel mostly positive about quality getting the attention it deserves. Employees are least positive regarding their suggestions for work improvement being recognized as valuable and the implementation of process improvements, although both averages are in the moderately positive category.

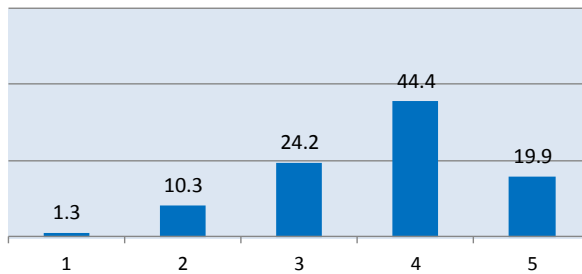


More than two-thirds of PAO employees believe quality gets the attention it deserves, but somewhat fewer believe their suggestions for improvement are recognized as valuable. It is important to recognize, however, that more than half still do believe their suggestions are recognized as valuable, higher than the percentage for KingCounty overall.

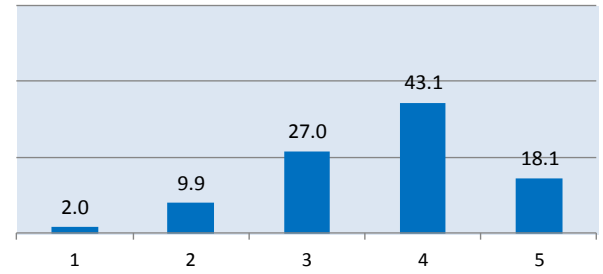


While more than half believe their work groups use data effectively to learn and improve, over one third of employees are neutral to somewhat negative. Similarly, asked whether process improvements are successfully implemented, more than half responded positively, but a significant number of employees report more neutral to negative responses.

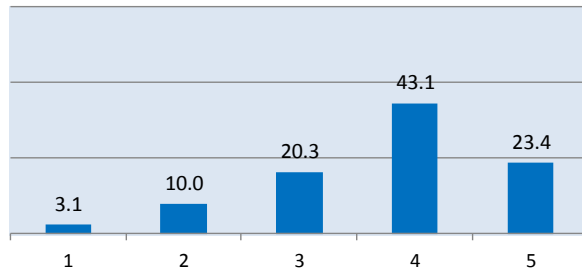
My work group uses data effectively to learn and improve -
% responding



Process improvements are successfully implemented in my work group -
% responding



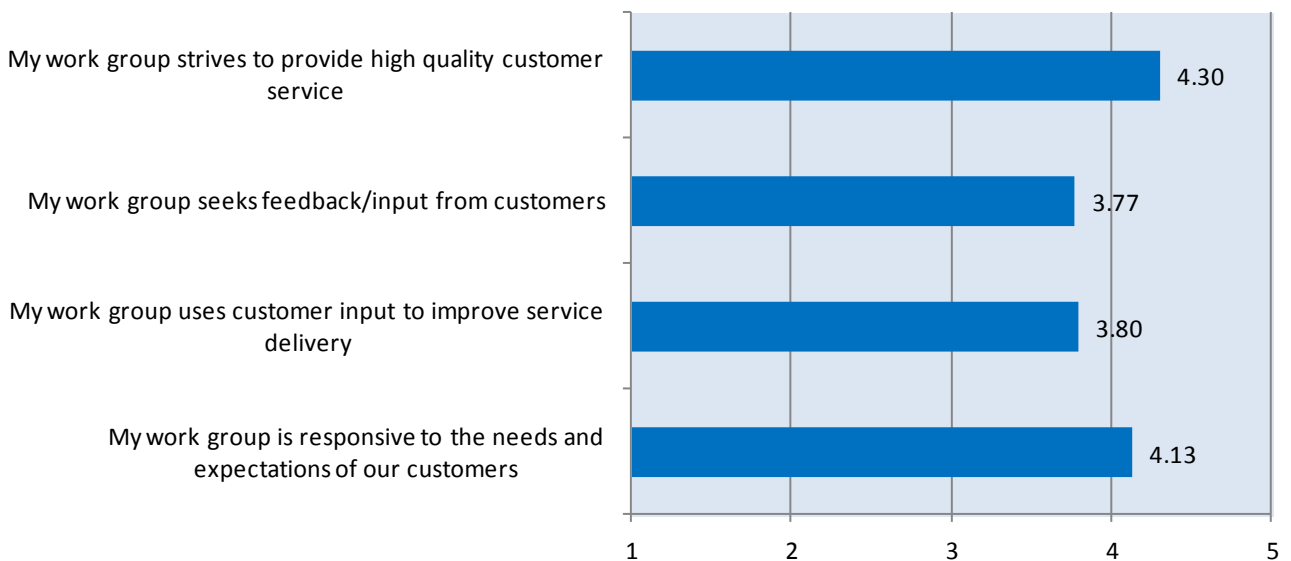
Quality gets the attention it deserves in my work group -
% responding



Finally, most PAO employees do believe that the department focuses on quality. Overall, it should be noted that despite the positive nature of most responses in this section of the survey, there appears to be a pocket of employees across these questions who are more neutral to negative about quality and continuous improvement.

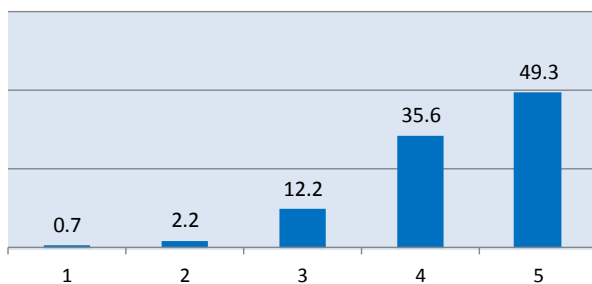
CUSTOMER SERVICE

As a group, employees in the Prosecuting Attorney's Office strongly believe that their work group strives to provide high quality customer service and is responsive to the needs and expectations of customers. However, they are more moderate in their perceptions regarding how their department seeks feedback directly from customers and uses that feedback to improve service delivery.

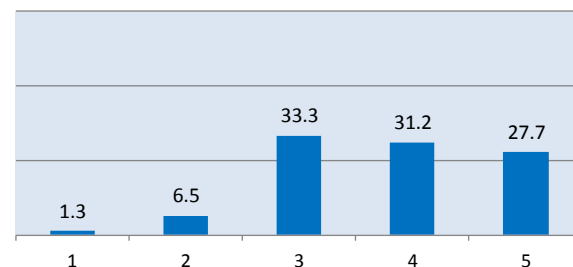


These score distributions illustrate that more than 80% of PAO respondents believe their department works hard to deliver high-quality customer service. However, responses are much more moderate with respect to how work groups seek feedback from customers, with over half providing positive responses and more than one-third reporting more neutral perceptions.

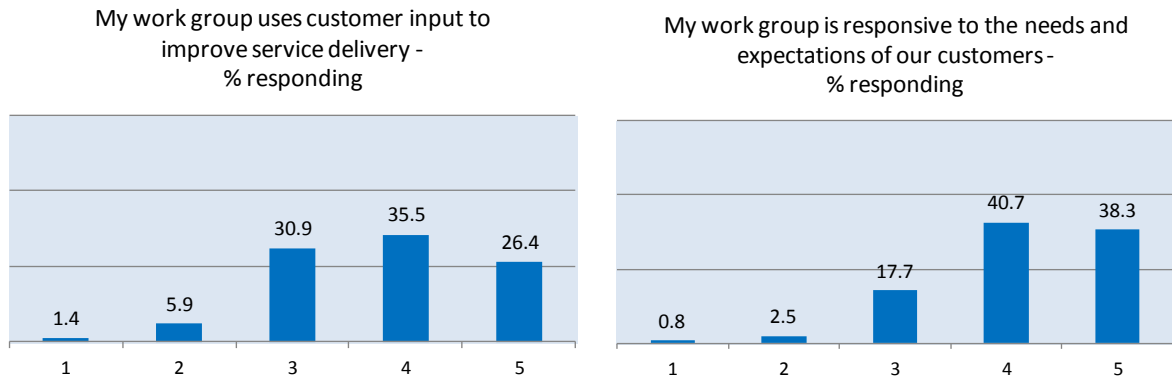
My work group strives to provide high quality customer service - % responding



My work group seeks feedback/input from customers - % responding

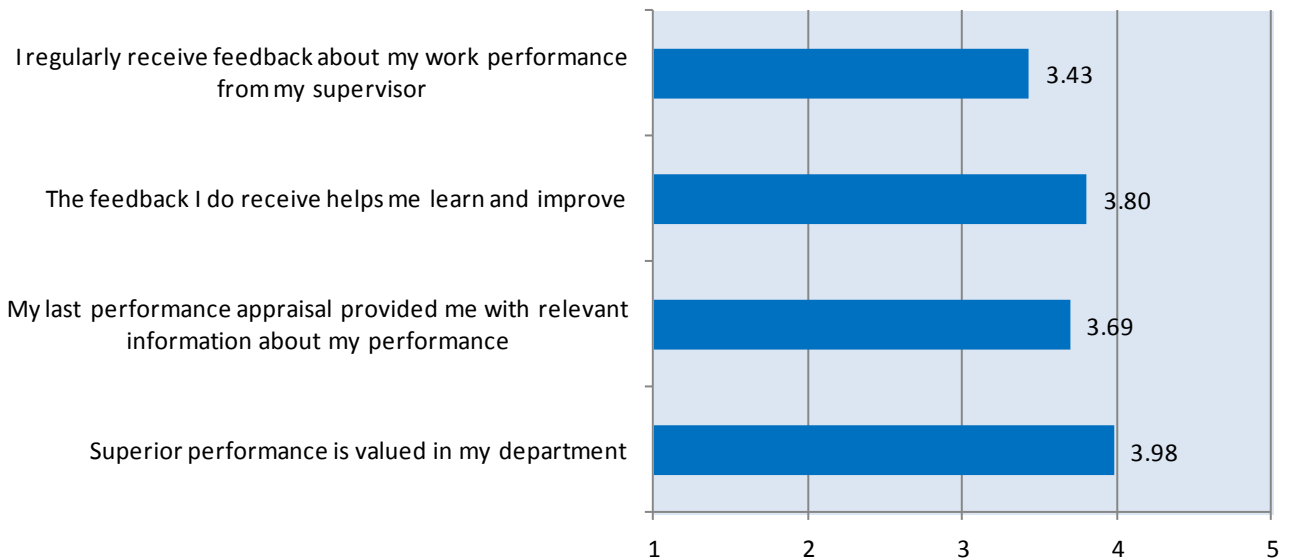


Additionally, a similar distribution of employees believe their work groups use that customer feedback to improve service delivery, with one-third reporting neutral to negative responses. Nonetheless, it should be emphasized that more than half still report positive responses to this question. Further, the vast majority (80%) report that their work groups are responsive to the needs and expectations of PAO's customers.

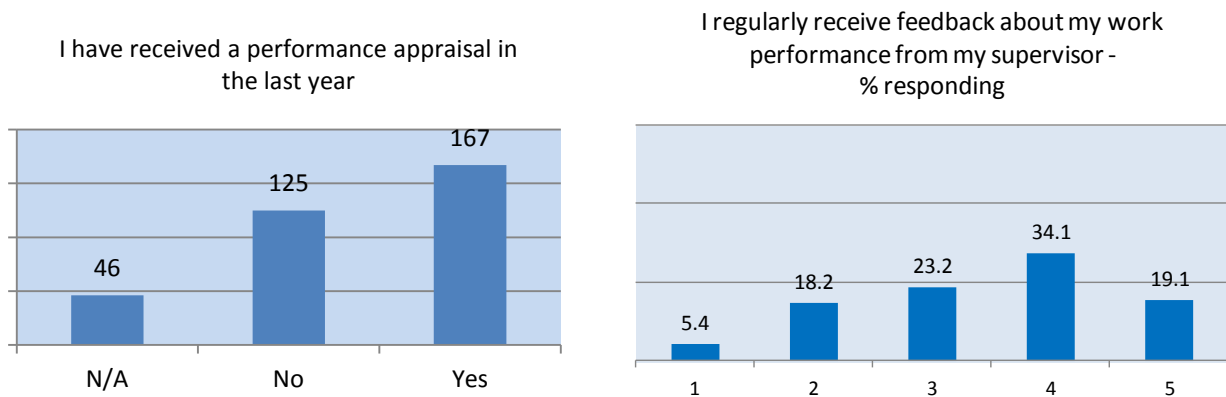


PERFORMANCE COMMUNICATION

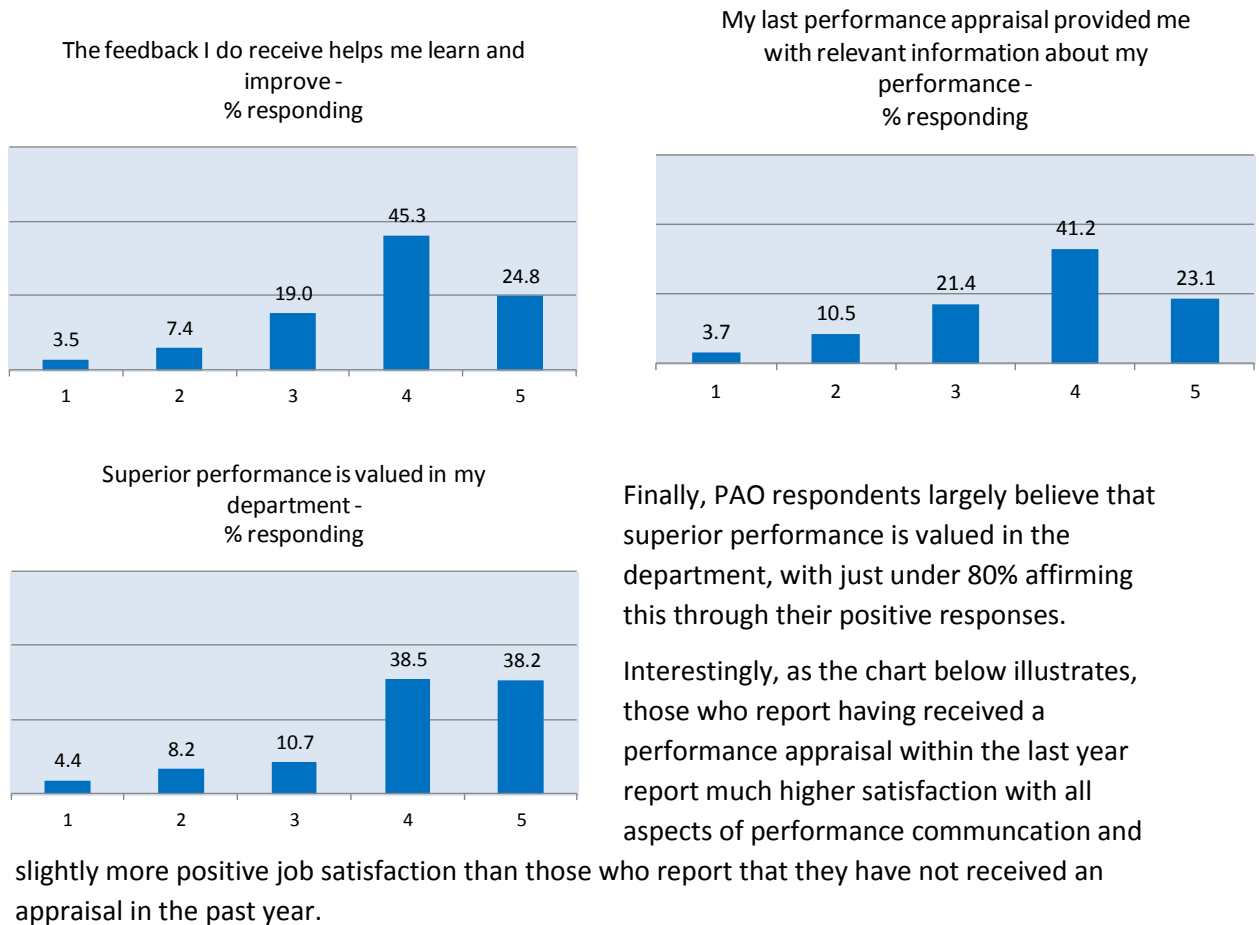
PAO employees report only very moderate positive perceptions of the performance feedback they receive. While they believe superior performance is valued in the department, many do not receive regular feedback about work performance from their supervisors. However, most employees feel that whatever feedback they do receive is helpful. Respondents report slightly less positive perceptions regarding their last performance appraisal's delivery of relevant information.



About half of PAO employees report that they did receive a performance appraisal in the past year, with the other half reporting that either they did not receive one or that it was not applicable to them. Not surprisingly, the distributions below illustrate the diversity of perceptions in the PAO with regard to performance management and communication. As the first chart illustrates, PAO employees report that they largely do not receive regular, more informal feedback from their supervisor, with more than half reporting neutral to negative perceptions.



Despite this, almost three-quarters of PAO employees perceive that feedback helps them learn and improve and two-thirds of employees believe their last performance appraisal provided them with relevant information about their performance.



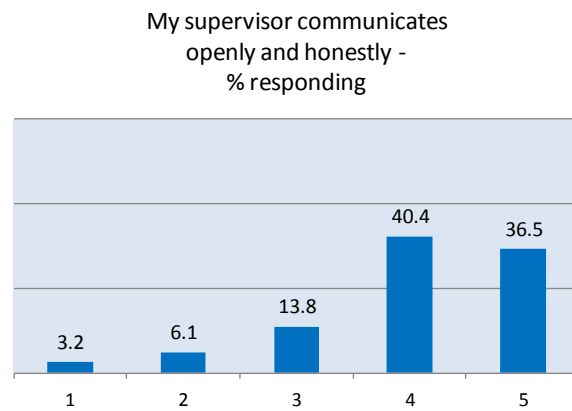
I received a performance appraisal in the last year	My job overall	I regularly receive feedback about my work performance from my supervisor.	The feedback I do receive helps me learn and improve.	My last performance appraisal provided me with relevant information about my performance.	Superior performance is valued in Elections.
Yes	4.45	3.84	4.07	4.05	4.03
No	4.24	2.84	3.39	3.12	3.83
Overall	4.36	3.41	3.78	3.69	3.95

SUPERVISION

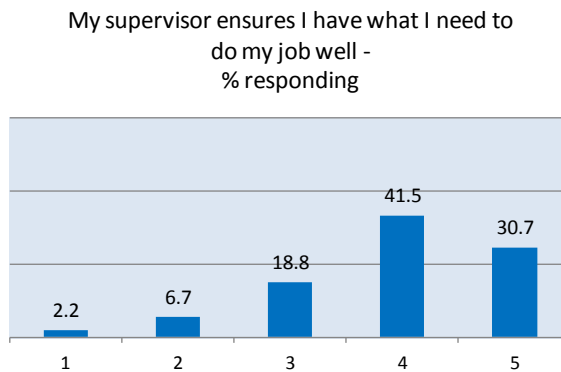
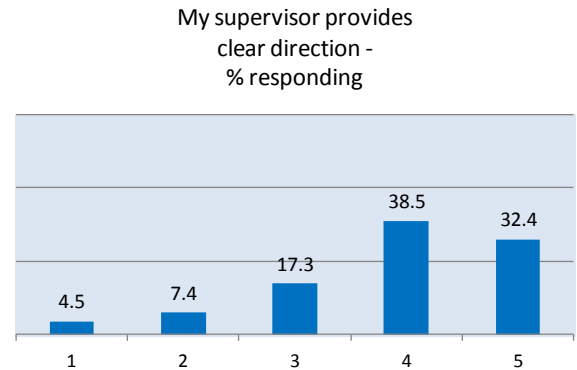
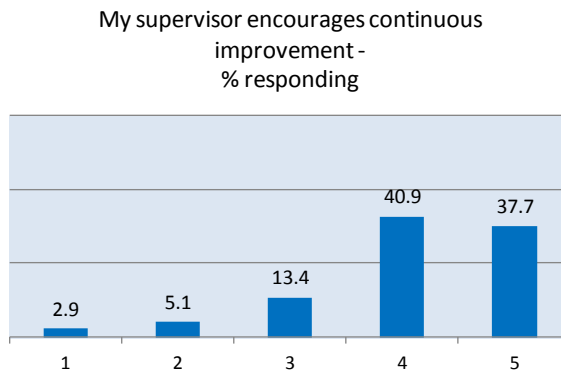
As the chart below demonstrates, PAO employees' perceptions of supervision range from moderately positive to positive. Employees strongly believe that supervisors encourage continuous improvement and that supervisors communicate openly and honestly. Though somewhat less positive, employees nonetheless report largely positive perceptions of both the recognition they receive and the clarity of direction from PAO supervisors.



The charts below illustrate the positive perceptions that PAO employees have of their supervision, with only just under one third of respondents providing neutral to negative responses. Respondents are also very positive about the open and honest communication they receive from supervisors.



PAO employees think their supervisors definitely encourage continuous improvement. Though slightly less positive, more than two-thirds believe their supervisors provide clear direction.



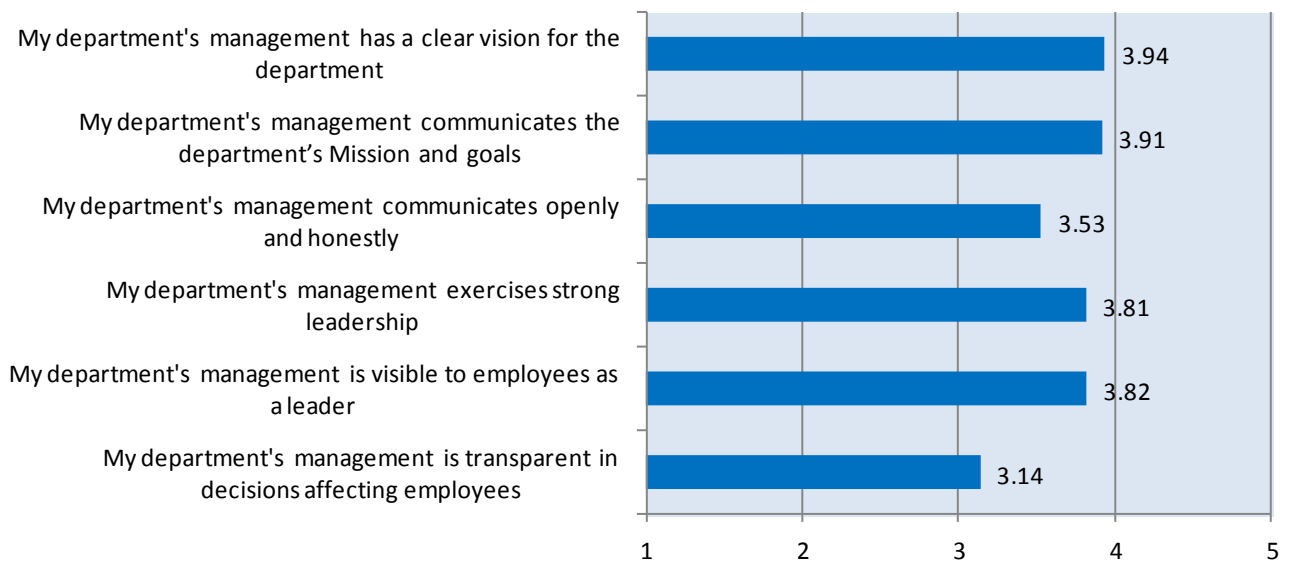
Seventy percent of PAO employees feel adequately resourced, which is much higher than the average reported from other King County departments.

Interestingly, as the table below illustrates, employees who had received a performance appraisal report much more positive perceptions of supervision than those who did not receive one.

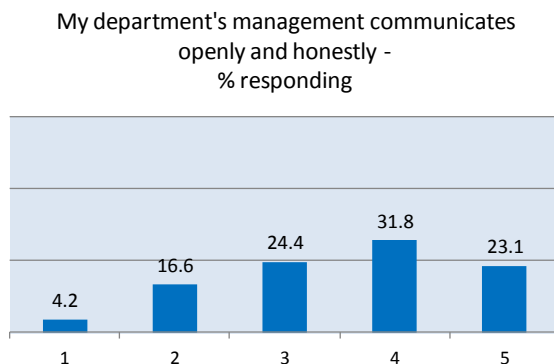
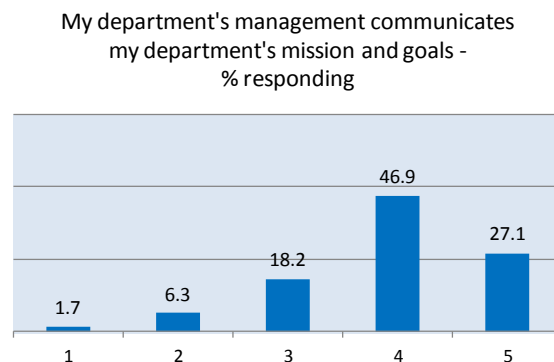
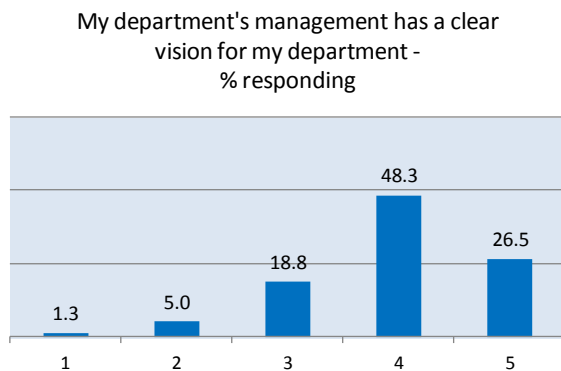
I received a performance appraisal in the last year	My supervisor provides recognition for employees who do good work.	My supervisor communicates openly and honestly.	My supervisor encourages continuous improvement.	My supervisor provides clear direction.	My supervisor ensures I have what I need to do my job well.
Yes	4.01	4.17	4.23	4.06	4.05
No	3.52	3.71	3.75	3.52	3.64
Overall	3.80	3.98	4.03	3.83	3.88

MANAGEMENT

As a group, PAO employees report moderately positive perceptions of department management in most categories. Employees believe that department management has a clear vision for the PAO and feel that the department's mission and goals are communicated. They are slightly more moderate about management's ability to communicate openly. Additionally, PAO employees report more neutral perceptions of management's transparency in decision making.

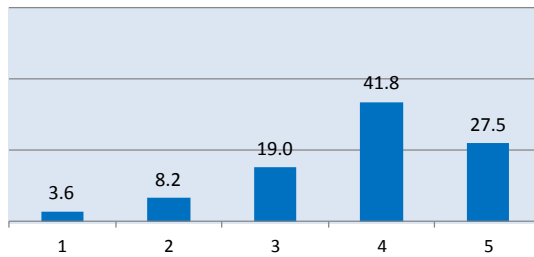


The distribution charts below illustrate that three-fourths of PAO employees believe management has a clear vision for the department and communicates departmental mission and goals.



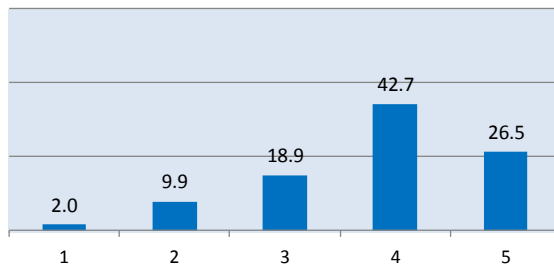
Fewer employees believe their management communicates openly and honestly, with more than half reporting positive responses.

My department's management exercises strong leadership -
% responding

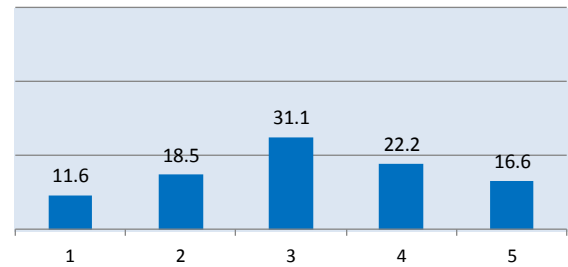


PAO employees mostly believe that management exercises strong leadership, but one-third report neutral to negative perceptions in this area.

My department's management is visible to employees as a leader -
% responding



My department's management is transparent in decisions affecting employees -
% responding

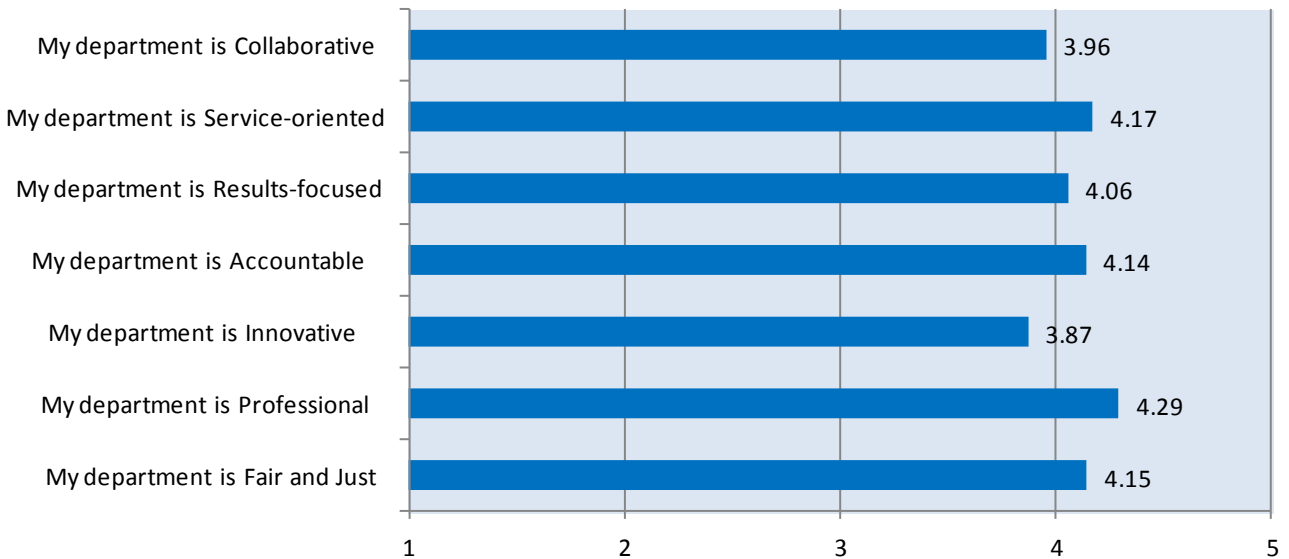


About the same number believe management is visible to employees as leaders. However, far fewer PAO employees respond positively regarding management's transparency in decisions affecting employees. It should be noted that this score is consistently low across departments, likely reflecting management's role in executing unpopular initiatives and/or cuts about which they cannot have extensive pre-communication with employees.

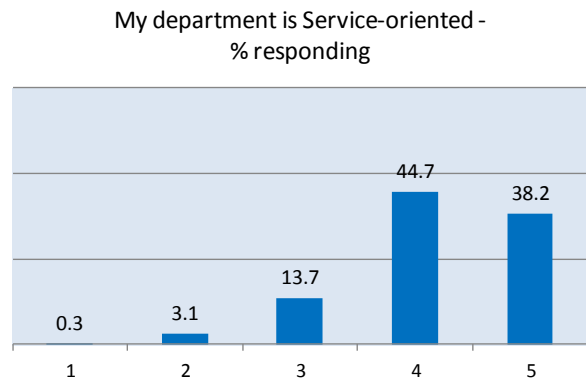
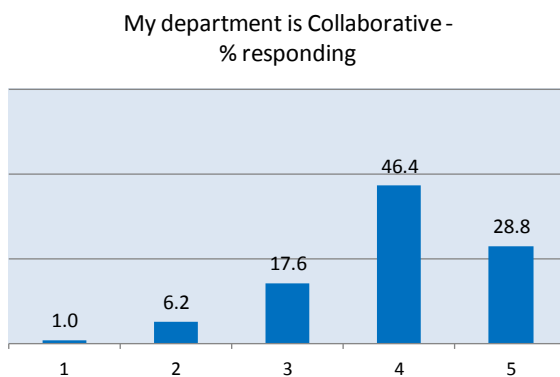
Links between PAO employees and supervisors is strong, likely contributing to these employees' strong engagement; while supervision is strongly related to both satisfaction and engagement, management relationships are typically not. While not unimportant, management, by design, has a weaker connection to the day-to-day lives of employees and must maintain a certain distance by virtue of the types of decisions they must make and the focus on the larger King County organization they must maintain.

GUIDING PRINCIPLES

These results report the extent to which employees believe their departments reflect County guiding principles. Employees in the Prosecuting Attorney's Office are positive about how their department reflects King County guiding principles. PAO employees are the most likely to describe the PAO as professional, service-oriented, fair and just, and accountable. They are the least likely to describe the PAO as innovative and collaborative, although perceptions in this category are still quite positive. Overall, this department's results for guiding principles across items are among the highest in this research.

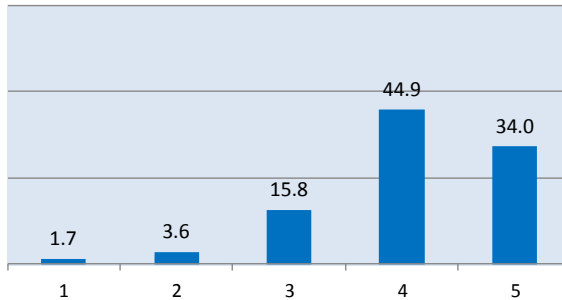


Three-fourths of PAO employees perceive their department as collaborative and over 80% believe it is service-oriented.

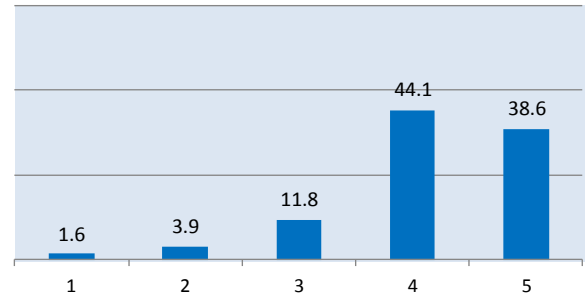


Similarly, three-fourths of PAO respondents believe the department is results-focused and over 80% report that the PAO demonstrates strong accountability.

My department is Results-focused -
% responding

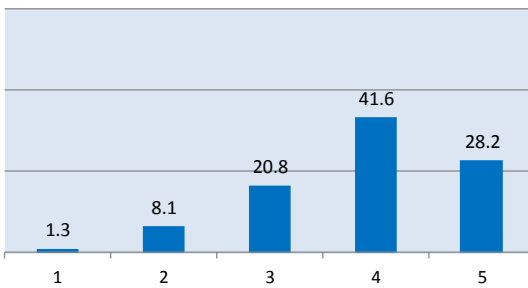


My department is Accountable -
% responding

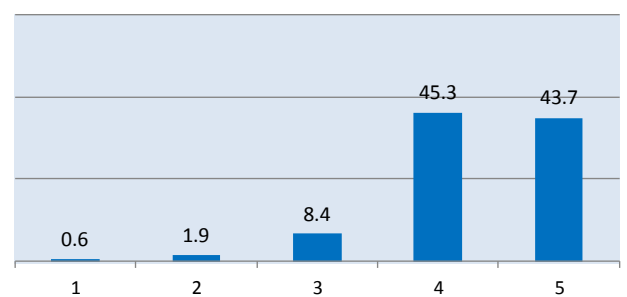


Almost 90% of PAO employees strongly perceive their department as professional. More than two-thirds see their department as innovative.

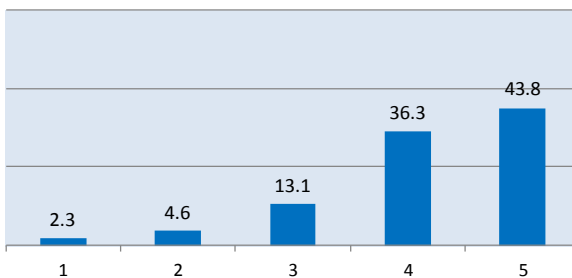
My department is Innovative -
% responding



My department is Professional -
% responding



My department is Fair and Just -
% responding

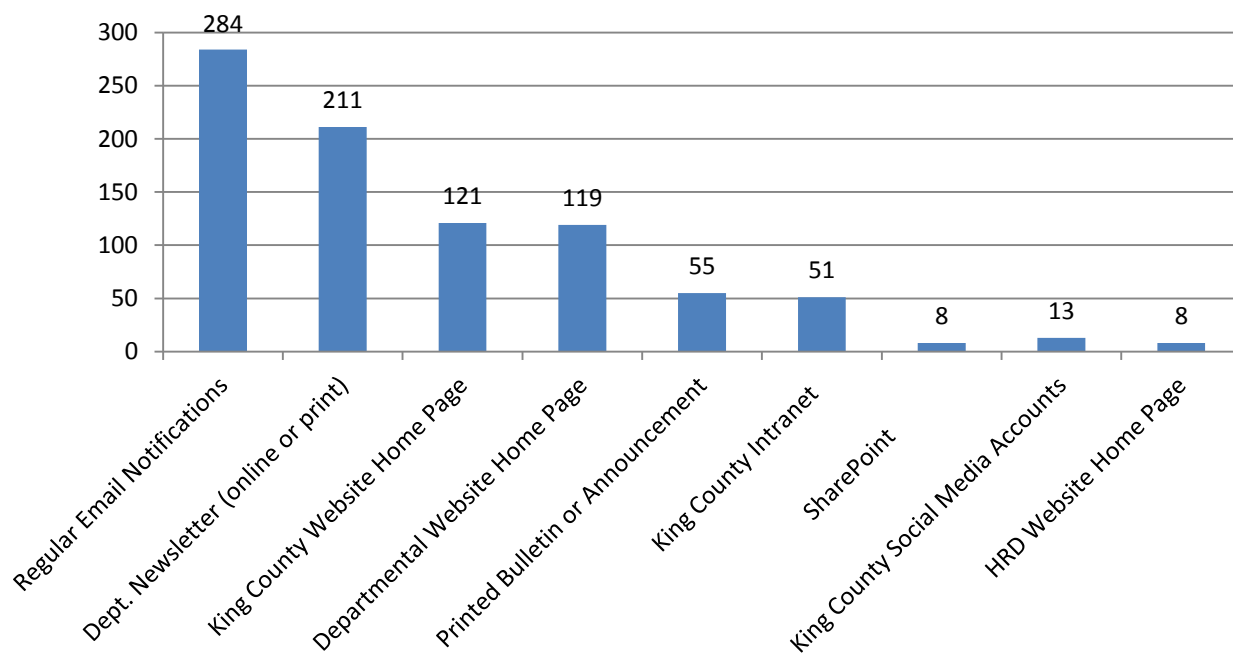


The vast majority of PAO employees perceive their department as fair and just, with over 80% answering positively. This is among this highest scores for this question across King County departments.

Communication Preferences

Employees were asked how they prefer to receive relevant information at King County. The chart below reports the total number of employees who listed each communication medium as their first, second, or third choice.

Similar to the findings for King County overall, PAO employees prefer to receive information via regular email notifications, with the majority choosing this method as one of their top three communication vehicles. Unique to PAO employees is their choice of the department newsletter as a solid second choice. A high number of PAO employees also stay informed by gathering information from department and King County websites.



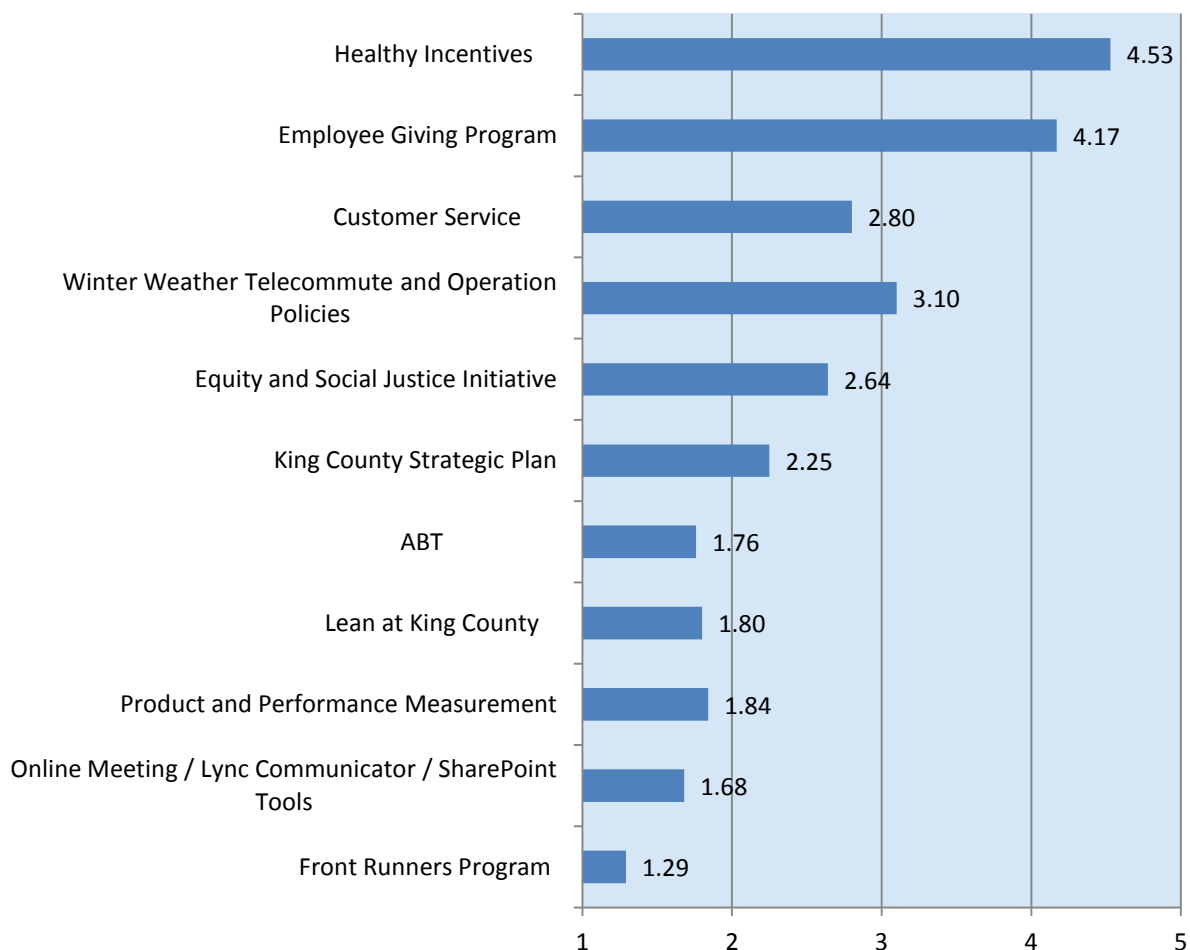
Familiarity with King County Initiatives

Employees were asked to rate their familiarity with a range of King County initiatives using the scale to the right. While this scale is also five-point, major differences in scale design mean that these are not comparable to those in the rest of the study. Lower means indicate employees are not familiar and have low understanding of an initiative. Higher scores indicate both familiarity and understanding.

Consistent with overall results, PAO employees are most familiar with the "Healthy Incentives" program and the least familiar with "Front Runners." PAO employees are less familiar with many County initiatives than employees from many other departments. In particular, they are less informed about the customer service initiative and much less familiar with ABT, Lean, and Product and Performance Measurement.

FAMILIARITY SCALING

1. I am not at all familiar with this effort; I do not know what this is
2. I have heard of this effort but do not know anything about it
3. I am somewhat familiar with what this effort is and what it is about
4. I am familiar with this effort and I understand what it is about
5. I am very familiar with this effort, I understand what it is about and how/if it applies to me/my group



APPENDIX:
2012 King County Employee Survey
(Paper Copy)



King County

March 6, 2012

Dear fellow King County employee:

We need your opinion. We are speaking as “One King County” to ask you to complete the anonymous employee survey that is attached to this letter so we can better understand how we are doing as an employer, and how we are all working together toward the goals in the King County Strategic Plan.

As King County government’s most valuable asset, your participation will help us identify how we are meeting the Service Excellence and Quality Workforce goals of the King County Strategic Plan. We will also use this information to learn where we need to focus resources and tools to support improvements. Your candid responses are needed; the survey will be anonymous.

The survey is also available online if you would prefer to take it electronically:

<https://www.surveymk.com/s/KCEmployeeSurvey2012>. No identifying computer data (such as IP addresses) will be collected.

We look to you to help us continuously improve our quality public services to the people of King County. We appreciate your participation in the employee survey, and thank you for all you do.

Sincerely,

Dow Constantine,
King County Executive

Lloyd Hara,
King County Assessor

Sherril Huff,
King County Elections Director

Dan Satterberg,
King County Prosecutor

Sue Rahr,
King County Sheriff

Larry Gossett, Chair
King County Council District 2

Jane Hague, Vice Chair
King County Council District 6

Bob Ferguson,
King County Council District 1

Kathy Lambert,
King County Council District 3

Larry Phillips,
King County Council District 4

Julia Patterson,
King County Council District 5

Pete von Reichbauer,
King County Council District 7

Joe McDermott,
King County Council District 8

Reagan Dunn,
King County Council District 9

2012 King County Employee Survey

Please take a few minutes to complete the following questions by checking the box or circling your answer to each question. When you have finished, please seal your completed questionnaire in the attached envelope and mail it to our research consultant by **March 16, 2012**.

The purpose of this study is to better understand employee perceptions as they relate to a broad range of County initiatives and priorities. We will use this information in our strategic planning efforts and to improve how we meet the needs of our employees and customers. All responses will be kept anonymous; we are asking for demographic information only to help us understand differences across groups. Results will be reported in aggregate form; no single employee's response can or will be identified. To further protect the confidentiality of responses, we've asked our outside consultant, Communication Resources Northwest, to gather and analyze the data on our behalf.

If you have any questions about the study or your participation, you may contact Communication Resources' project manager, Meg Winch, directly at (877) 316-8344 or the King County project manager, Lynn Argento, at (206) 263-9644.

For alternative versions of this survey, please contact (206) 263-9644 or
KCEmployeeSurvey@kingcounty.gov

In what department or agency do you work? *Please check only one. (If you work with more than one, please check the department with which you are primarily associated.)*

- | | |
|--|---|
| <input type="checkbox"/> Adult & Juvenile Detention | <input type="checkbox"/> DNRP: Parks & Recreation |
| <input type="checkbox"/> Assessments | <input type="checkbox"/> DNRP: Solid Waste |
| <input type="checkbox"/> Community & Human Services | <input type="checkbox"/> DNRP: Wastewater Treatment |
| <input type="checkbox"/> DES: ABT / BRC (Accountable Business Transformation / Business Resource Center) | <input type="checkbox"/> DNRP: Water & Land Resources |
| <input type="checkbox"/> DES: FBOD (Finance & Business Operations Division) | <input type="checkbox"/> DOT: METRO Transit |
| <input type="checkbox"/> DES: FMD (Facilities Management Division) | <input type="checkbox"/> DOT: Road Services |
| <input type="checkbox"/> DES: HRD (Human Resources Division) | <input type="checkbox"/> DOT: Fleet Administration |
| <input type="checkbox"/> DES: ORM (Office of Risk Management) | <input type="checkbox"/> DOT: Airport |
| <input type="checkbox"/> DES: OEM (Office of Emergency Management) | <input type="checkbox"/> DOT: Director's Office |
| <input type="checkbox"/> DES: RALS (Records and Licensing Services) | <input type="checkbox"/> DOT: Marine |
| <input type="checkbox"/> DES: Other (includes Director's Office, Office of Civil Rights, Alternative Dispute Resolution, Ethics, etc.) | <input type="checkbox"/> Elections |
| <input type="checkbox"/> Development & Environmental Services | <input type="checkbox"/> Executive Offices (including PSB) |
| <input type="checkbox"/> DNRP: Director's Office | <input type="checkbox"/> Judicial Administration |
| | <input type="checkbox"/> Legislative Offices (including Council, County Auditor, and Ombudsman) |
| | <input type="checkbox"/> King County Information Technology |
| | <input type="checkbox"/> Prosecuting Attorney's Office |
| | <input type="checkbox"/> Public Health |
| | <input type="checkbox"/> Sheriff's Office |

OVERALL JOB SATISFACTION

Please rate your level of satisfaction with each of the following characteristics of your job using the 1-5 point scale where "1" means "I am very dissatisfied" and "5" means "I am very satisfied."

Please circle the number corresponding to your level of satisfaction.	1	2	3	4	5	N/A
	<i>I am very dissatisfied</i>	<i>I am dissatisfied</i>	<i>Neither dissatisfied nor satisfied</i>	<i>I am satisfied</i>	<i>I am very satisfied</i>	<i>Not sure / not relevant</i>
My job overall	1	2	3	4	5	0
The recognition I receive for doing good work	1	2	3	4	5	0
The level of challenge in my work	1	2	3	4	5	0
The supervision I receive	1	2	3	4	5	0
The resources provided to do my job	1	2	3	4	5	0

WORKING AT KING COUNTY

Please provide your level of agreement with each of the following statements about working at King County using the 1-5 point scale where "1" means "I strongly disagree" and "5" means "I strongly agree."

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
Work Environment						
I am proud to work at King County.	1	2	3	4	5	0
I would recommend King County as a good place to work.	1	2	3	4	5	0
In general, I am treated with respect, regardless of my race, gender, sexual orientation, gender identity or expression, color, marital status, religion, ancestry, national origin, disability, or age.	1	2	3	4	5	0
Employees in my department treat each other (coworkers) with respect.	1	2	3	4	5	0
King County programs and policies support a work/life balance.	1	2	3	4	5	0

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
Mission and Goals						
My work contributes to the success of King County.	1	2	3	4	5	0
I am familiar with my department's mission and goals.	1	2	3	4	5	0
My department's mission and goals give direction to my work.	1	2	3	4	5	0
I feel connected to the mission, guiding principles, and goals of the King County Strategic Plan.	1	2	3	4	5	0
I understand how my performance relates to my work group's goals and objectives.	1	2	3	4	5	0
Personal Development and Achievement						
I have a clear understanding of my career path and how to advance at King County.	1	2	3	4	5	0
In the last year, I have had opportunities to learn and grow professionally.	1	2	3	4	5	0
King County supports training to help employees perform effectively.	1	2	3	4	5	0
I feel personally responsible for keeping my knowledge and capabilities current.	1	2	3	4	5	0
When available, I take advantage of training opportunities.	1	2	3	4	5	0
Resources and Decision-Making						
The volume of work I have to do often keeps me from doing high quality work.	1	2	3	4	5	0
I feel comfortable making day-to-day decisions about my work.	1	2	3	4	5	0
I have the necessary tools and resources to do my job.	1	2	3	4	5	0
My skills are well matched to my work responsibilities.	1	2	3	4	5	0

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
Teamwork						
My work group works well with other King County groups to solve problems and achieve common goals.	1	2	3	4	5	0
The teams in which I work function effectively to achieve their objectives.	1	2	3	4	5	0
Team problems are dealt with appropriately to avoid impacts to the work we do at the County.	1	2	3	4	5	0
Communication						
I have a clear understanding of what is expected of me in my job.	1	2	3	4	5	0
I receive the information I need to do my job.	1	2	3	4	5	0
I feel well informed about government-related King County events and employee news.	1	2	3	4	5	0
Continuous Improvement						
My department is open to new ideas to improve the way we work.	1	2	3	4	5	0
My suggestions to improve my work and the work environment are recognized as valuable.	1	2	3	4	5	0
My work group uses data effectively to learn and improve.	1	2	3	4	5	0
Process improvements are successfully implemented in my work group.	1	2	3	4	5	0
Quality gets the attention it deserves in my work group.	1	2	3	4	5	0
Customer Service						
My work group strives to provide high quality customer service.	1	2	3	4	5	0
My work group seeks feedback/input from customers.	1	2	3	4	5	0
My work group uses customer input to improve service delivery.	1	2	3	4	5	0
My work group is responsive to the needs and expectations of customers.	1	2	3	4	5	0

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
Performance Management						
I regularly receive feedback about my work performance from my supervisor.	1	2	3	4	5	0
The feedback I do receive helps me learn and improve.	1	2	3	4	5	0
Have you received a performance appraisal in the last 12 months?	<input type="checkbox"/> Yes		<input type="checkbox"/> No		<input type="checkbox"/> N/A	
My last performance appraisal provided me with relevant information about my performance.	1	2	3	4	5	0
Superior performance is valued in my department.	1	2	3	4	5	0

YOUR SUPERVISOR

For the following questions, please provide your level of agreement with each of the following statements using the 1-5 point scale where "1" means "I strongly disagree" and "5" means "I strongly agree."

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
My supervisor provides recognition for employees who do good work.	1	2	3	4	5	0
My supervisor communicates openly and honestly.	1	2	3	4	5	0
My supervisor encourages continuous improvement.	1	2	3	4	5	0
My supervisor provides clear direction.	1	2	3	4	5	0
My supervisor ensures I have what I need to do my job well.	1	2	3	4	5	0

YOUR DEPARTMENT'S MANAGEMENT

For the following questions, please provide your level of agreement using the 1-5 point scale where "1" means "I strongly disagree" and "5" means "I strongly agree." **Note: "Management" might include any or all of the following – Director, Deputy, Agency Head, Chief of Staff, etc.**

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
My Department's Management has a clear vision for the Department.	1	2	3	4	5	0
My Department's Management communicates the Department's mission and goals.	1	2	3	4	5	0
My Department's Management communicates openly and honestly.	1	2	3	4	5	0
My Department's Management exercises strong leadership.	1	2	3	4	5	0
My Department's Management is visible to employees as a leader.	1	2	3	4	5	0
My Department's Management is transparent in decisions affecting employees.	1	2	3	4	5	0

INTERNAL KING COUNTY INFORMATION ACCESS

Below is a list of methods to which we may be able to post information that is relevant to you as an employee. Please choose and rank three in order of what you prefer to use. Write "1" if the method is your most preferred option, "2" if the method is your second most preferred option, and "3" if the method is your third most preferred option. Leave other options blank.

Option/Method	Rank (Choose ONLY Three!)
Regular Email Notifications	
King County Website Home Page	
My Department Website Home Page	
Human Resources Division Website Home Page	
King County Social Media Accounts (for example: Facebook, Twitter)	
King County Intranet	
SharePoint	
Department Newsletter (online or print)	
Printed Bulletin or Announcements	

GUIDING PRINCIPLE QUESTIONS

Following are statements that may describe your department. Please rate your level of agreement with each statement using the 1-5 point scale where "1" means "I strongly disagree" and "5" means "I strongly agree."

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
My Department is Collaborative	1	2	3	4	5	0
My Department is Service-oriented	1	2	3	4	5	0
My Department is Results-focused	1	2	3	4	5	0
My Department is Accountable	1	2	3	4	5	0
My Department is Innovative	1	2	3	4	5	0
My Department is Professional	1	2	3	4	5	0
My Department is Fair and Just	1	2	3	4	5	0

COUNTYWIDE INITIATIVES

Please identify your level of familiarity with each of the following countywide efforts using the 1-5 point scale where "1" means "I am not familiar at all with this effort; I do not know what this is" and "5" means "I am very familiar with this effort, I understand what it is about and how/if it applies to me/my group."

Please circle the number corresponding to your level of familiarity with each countywide effort.	1	2	3	4	5
	<i>I am not at all familiar with this effort; I do not know what this is</i>	<i>I have heard of this effort but do not know anything about it</i>	<i>I am somewhat familiar with what this effort is and what it is about</i>	<i>I am familiar with this effort and I understand what it is about</i>	<i>I am very familiar with this effort, I understand what it is about and how/if it applies to me/my group</i>
Lean at King County	1	2	3	4	5
Equity and Social Justice Initiative	1	2	3	4	5
Healthy Incentives	1	2	3	4	5
Product and Performance Measurement	1	2	3	4	5
King County Strategic Plan	1	2	3	4	5
ABT	1	2	3	4	5
Winter Weather Telecommute and Operation Policies	1	2	3	4	5
Front Runners Program	1	2	3	4	5
Online Meeting / Lync Communicator / SharePoint Tools	1	2	3	4	5
Employee Giving Program	1	2	3	4	5
Customer Service	1	2	3	4	5

BACKGROUND QUESTIONS

The following questions ask some information about you and your role at the County. This information will NOT be used to identify you. We will use this information to better understand how different groups of employees think about the County and the work we do here. Please provide this information so we can best understand how our employees perceive the County.

Is supervising employees a part of your job?

☐ Yes ☐ No

Are you represented by a union?

☐ Yes ☐ No

Which of the following best describes your position in King County? (*Please choose only one.*)

- | | |
|--|--|
| <input type="checkbox"/> Administrative Support (for example: administrative specialist, clerical, scheduling coordinator, secretary, legal assistant) | <input type="checkbox"/> Skilled Crafts – non-supervising (for example: carpenter, metal fabricator, truck driver, heavy equipment operator, electrician, facilities or vehicle maintenance) |
| <input type="checkbox"/> General Labor (for example: custodian, maintenance or parks specialist) | |
| <input type="checkbox"/> Transit Operator | <input type="checkbox"/> Professional – non-supervising (for example: registered nurse, analyst, project/program manager, engineer, labor negotiator, database administrator, system tech) |
| <input type="checkbox"/> Law Enforcement (for example: sheriff deputy, corrections officer) | |
| <input type="checkbox"/> Supervisor/Lead | |
| <input type="checkbox"/> Mid-Level Management | |
| <input type="checkbox"/> Senior/Executive Management | |

What is your primary work location?

☐ Downtown Seattle ☐ Other work location

How long have you worked for King County?

☐ Less than 1 year ☐ 1-5 years ☐ 6-10 years ☐ 11-15 years ☐ 16-20 years ☐ More than 20 years

Note: This questionnaire does not indicate bargainable positions, and results will not be used to validate management's bargaining positions. Survey answers submitted do not constitute notice of a report or complaint under the County's non-discrimination and anti-harassment policy. All responses will be kept anonymous; we are asking for demographic information only to help us understand differences across groups. Results will be reported in aggregate form; no single employee's response can or will be identified.

THANK YOU FOR COMPLETING THIS SURVEY



King County

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